



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.

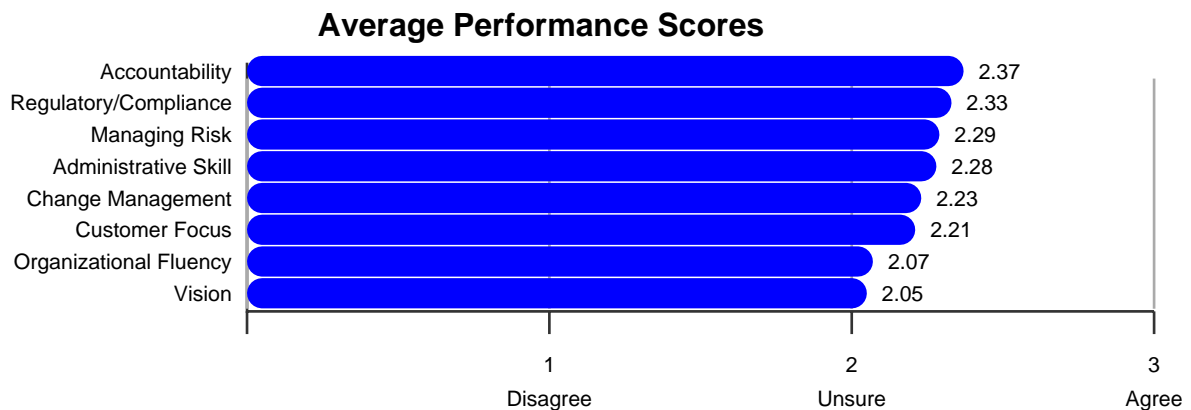
What to Do with Your Feedback

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

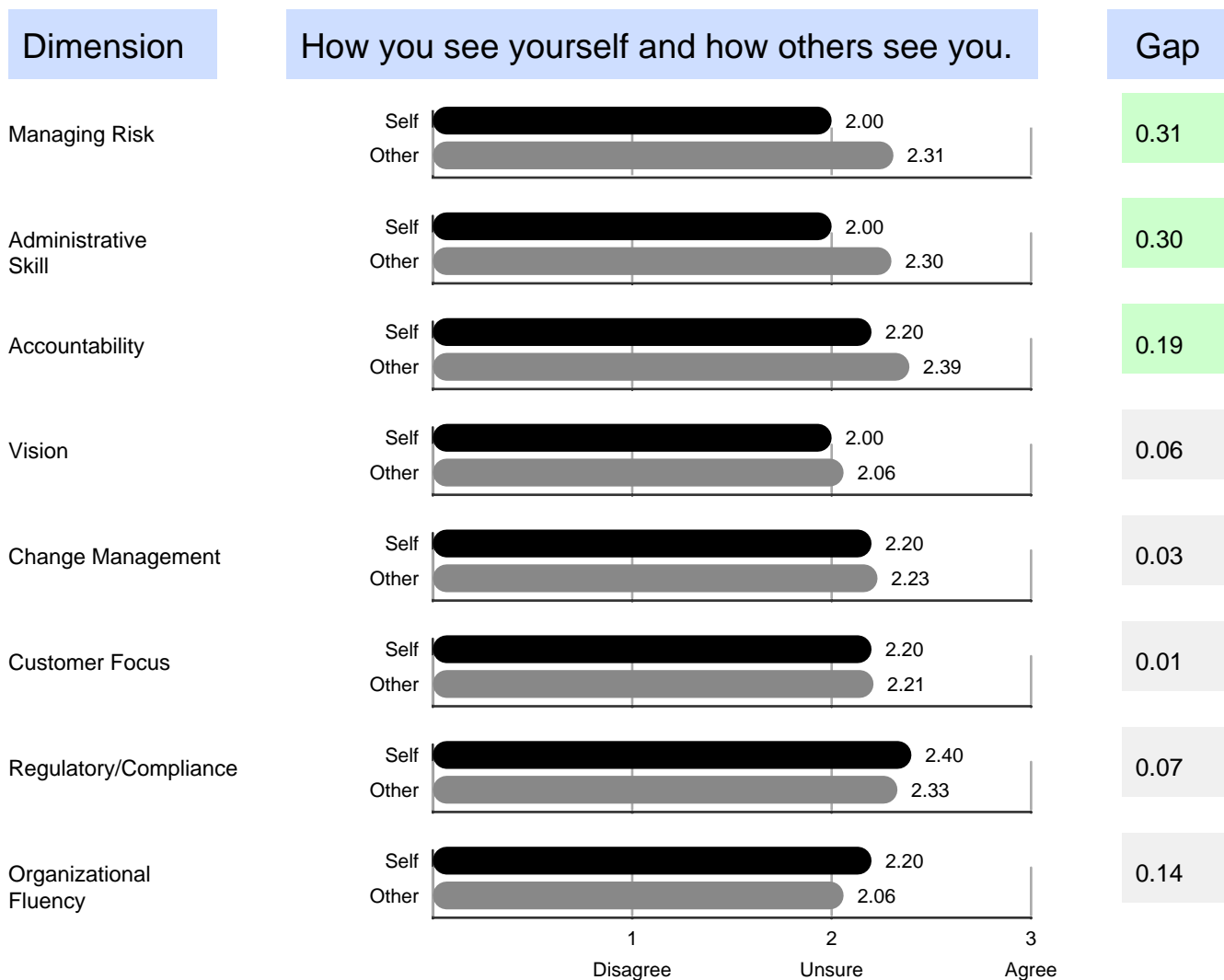
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



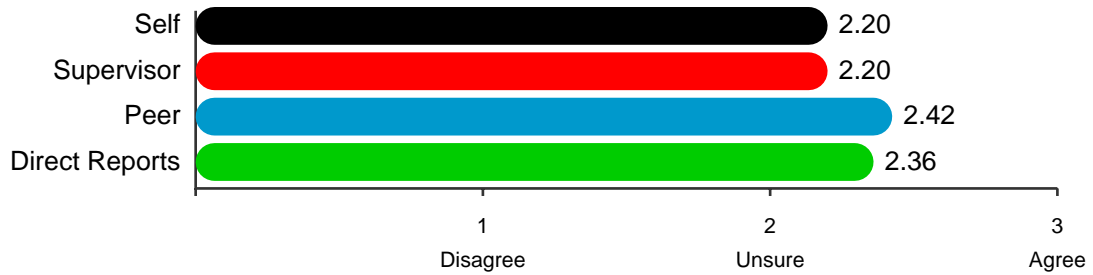
Gap Analysis

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

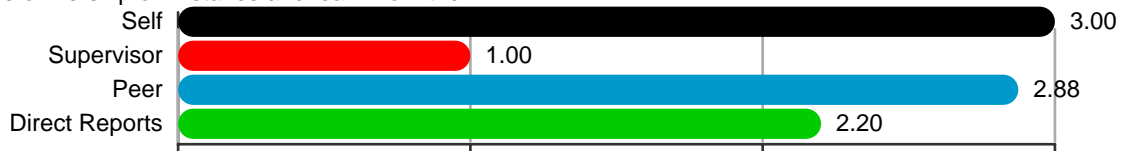
Summary Scores



1. You can be counted on to do what you say you are going to do.



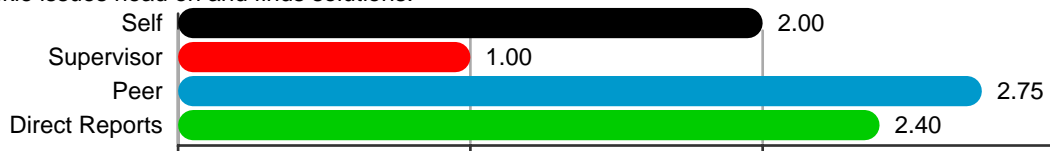
2. You take ownership of mistakes and learn from them.



3. You create a consistent process for prioritizing work.



4. You tackle issues head on and finds solutions.



5. You are aware of problems or issues that may affect 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 (Disagree) to green (Agree).

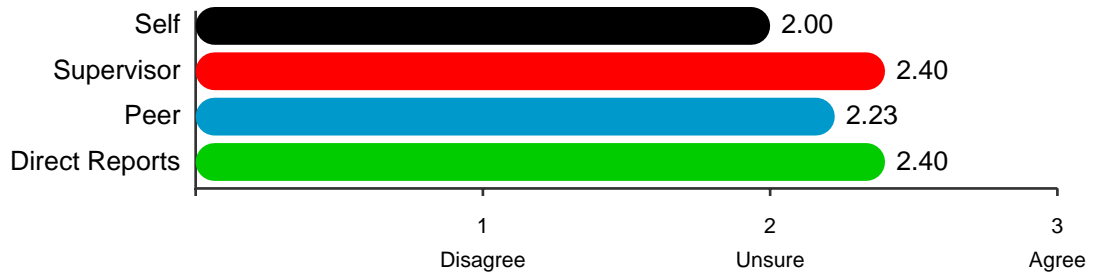
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You can be counted on to do what you say you are going to do.	15	2.27	33.3	7%	60%	33%
2. You take ownership of mistakes and learn from them.	15	2.53	73.3	20%	7%	73%
3. You create a consistent process for prioritizing work.	15	2.33	40.0	7%	53%	40%
4. You tackle issues head on and finds solutions.	15	2.47	53.3	7%	40%	53%
5. You are aware of problems or issues that may affect the organization.	15	2.27	40.0	13%	47%	40%

Comments:

- I have had personal interactions with _____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- Willingness to help, patience in teaching.
- Is empathetic, understanding, and dependable.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- There are a lot of great features this system has to offer and _____ has challenges at times.

Administrative Skill

Summary Scores



6. You are enthusiastic about taking on challenging projects.



7. You accurately implement contract provisions.



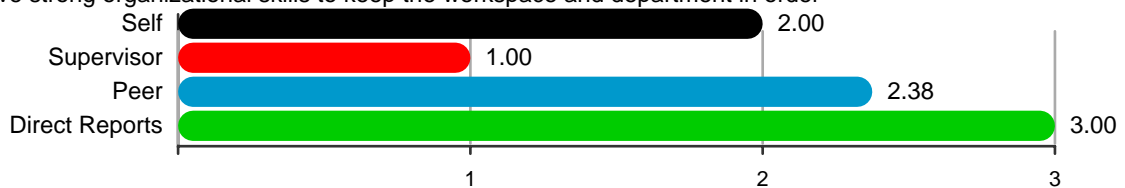
8. You are able to develop, justify and present a budget.



9. You have a high attention to detail.



10. You have strong organizational skills to keep the workspace and department in order



Level of Skill

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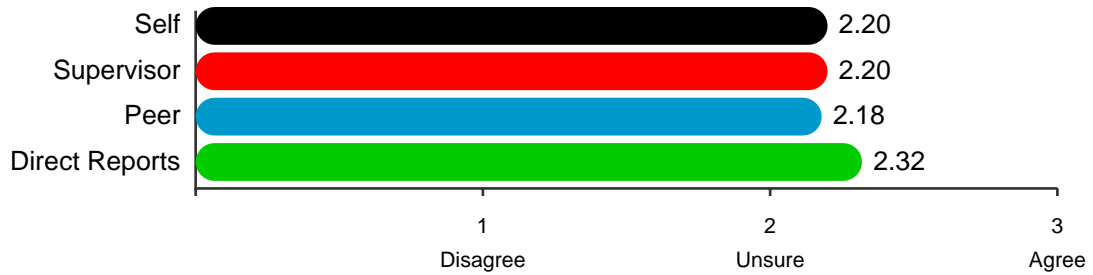
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. You are enthusiastic about taking on challenging projects.	15	2.13	33.3	20%	47%	33%
7. You accurately implement contract provisions.	15	2.07	26.7	20%	53%	27%
8. You are able to develop, justify and present a budget.	15	2.33	40.0	7%	53%	40%
9. You have a high attention to detail.	15	2.40	53.3	13%	33%	53%
10. You have strong organizational skills to keep the workspace and department in order	15	2.47	60.0	13%	27%	60%

Comments:

- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- _____ 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.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.

Change Management

Summary Scores



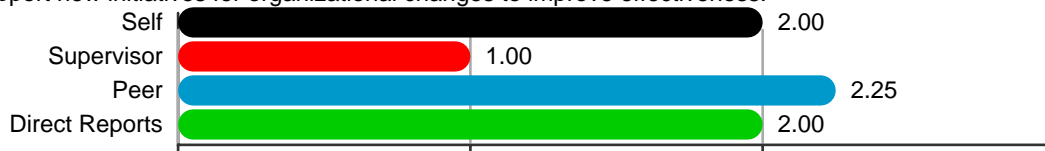
11. You address organizational and departmental resistance to changes.



12. You adopt changes to set an example for others to follow.



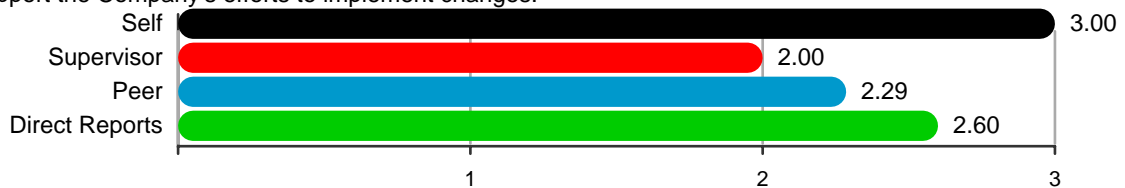
13. You support new initiatives for organizational changes to improve effectiveness.



14. You are effective in dealing with ambiguous and challenging situations.



15. You support the Company's efforts to implement changes.



Level of Skill

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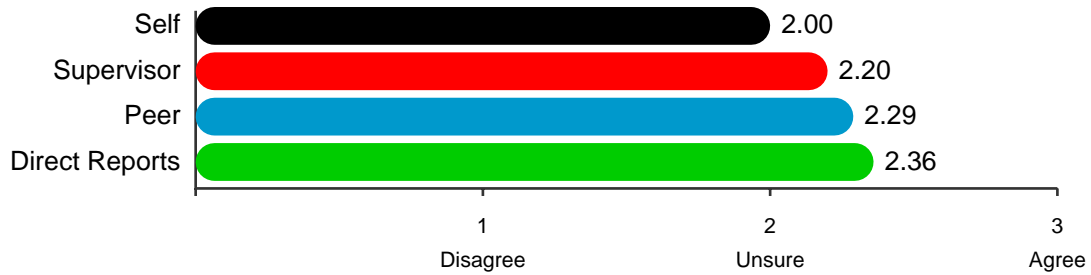
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You address organizational and departmental resistance to changes.	15	2.33	40.0	7%	53%	40%
12. You adopt changes to set and example for others to follow.	15	2.07	20.0	13%	67%	20%
13. You support new initiatives for organizational changes to improve effectiveness.	15	2.07	26.7	20%	53%	27%
14. You are effective in dealing with ambiguous and challenging situations.	15	2.27	40.0	13%	47%	40%
15. You support the Company's efforts to implement changes.	14	2.43	50.0	7%	43%	50%

Comments:

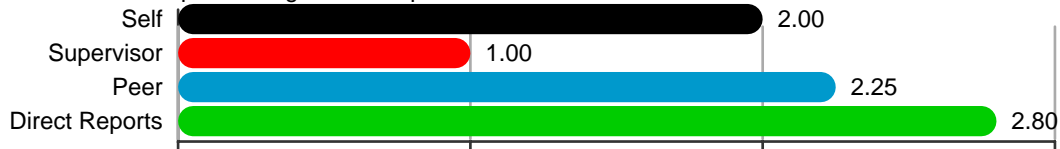
- _____ is a great manager, committed to each employee in our department.
- One of the main reasons I am here is because of _____.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- Positive energy and a team player.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.

Managing Risk

Summary Scores



16. You are committed to implementing rules and procedures to minimize risk.



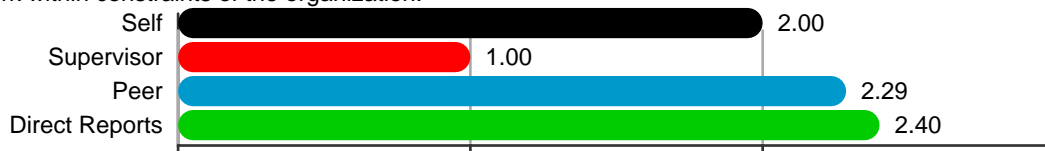
17. You reward innovative experiments to try new ideas.



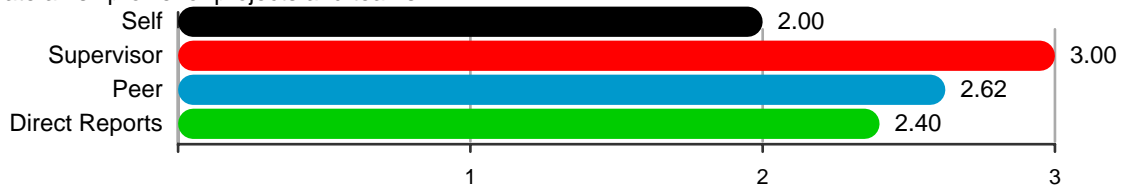
18. You base decisions on patterns found in fluid/changing information.



19. You work within constraints of the organization.



20. You create a risk profile for projects and teams.



Level of Skill

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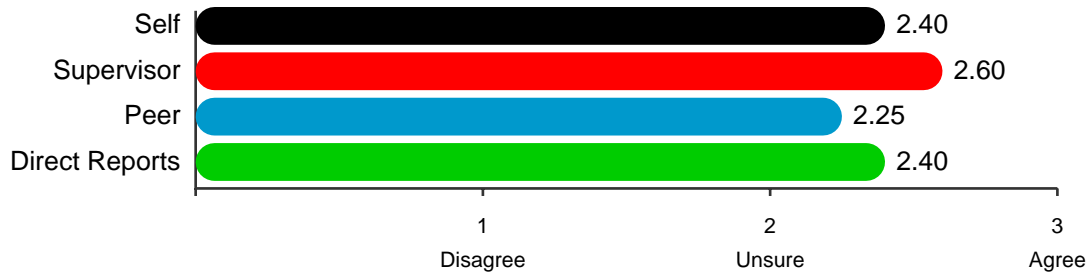
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. You are committed to implementing rules and procedures to minimize risk.	15	2.33	46.7	13%	40%	47%
17. You reward innovative experiments to try new ideas.	15	2.33	40.0	7%	53%	40%
18. You base decisions on patterns found in fluid/changing information.	14	2.00	14.3	14%	71%	14%
19. You work within constraints of the organization.	14	2.21	42.9	21%	36%	43%
20. You create a risk profile for projects and teams.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ encourages us as directors to go out with one voice and keeps us accountable.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- He is truly dedicated to doing a good job, by helping us do a good job.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- He involves our team and holds us accountable out of respect.

Regulatory/Compliance

Summary Scores



21. You are familiar with EEOC, FLSA, OSHA and ERISA acts/standards.



22. You work quickly to implement changes in regulations.



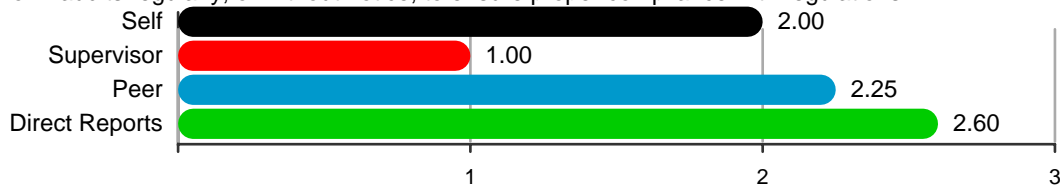
23. You keep track of changes in legislation affecting regulatory compliance.



24. You comply with trade agreements affecting international companies.



25. You perform audits regularly, or without notice, to ensure proper compliance with regulations.



Level of Skill

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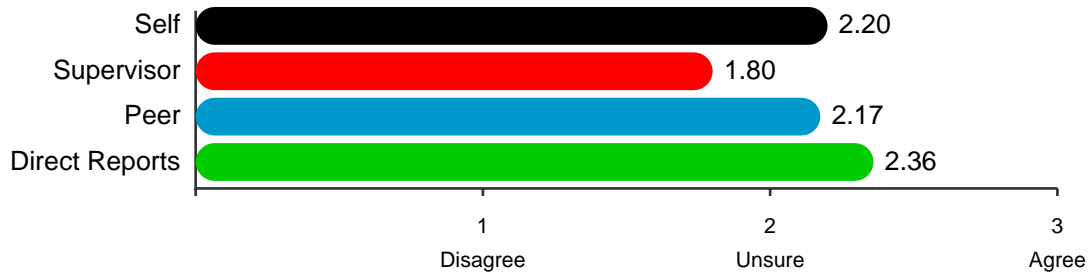
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. You are familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	2.60	66.7	7%	27%	67%
22. You work quickly to implement changes in regulations.	15	2.33	40.0	7%	53%	40%
23. You keep track of changes in legislation affecting regulatory compliance.	15	2.07	20.0	13%	67%	20%
24. You comply with trade agreements affecting international companies.	15	2.40	53.3	13%	33%	53%
25. You perform audits regularly, or without notice, to ensure proper compliance with regulations.	15	2.27	53.3	27%	20%	53%

Comments:

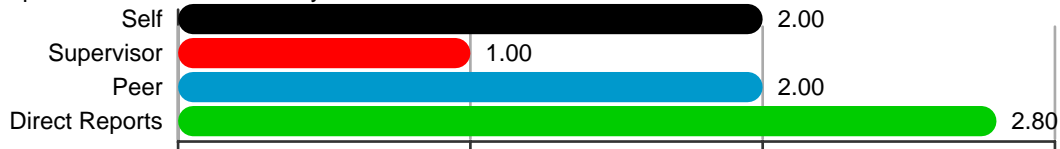
- Team-oriented and goal focused. Shows continuous desire for improvement.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- _____ does not beat around the bush nor does he have hidden agendas.
- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pinpoint the real issue instead of the surface issues.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.

Customer Focus

Summary Scores



26. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.



27. You consistently model positive customer service attitudes.



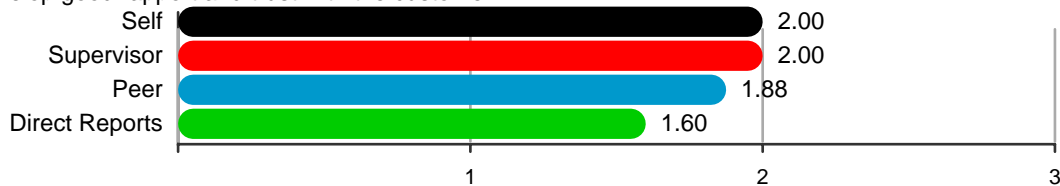
28. You ensure all customer commitments and requirements are met or exceeded.



29. You maintain positive customer relationships.



30. You develop good rapport and trust with the customer.



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 (Disagree) to green (Agree).

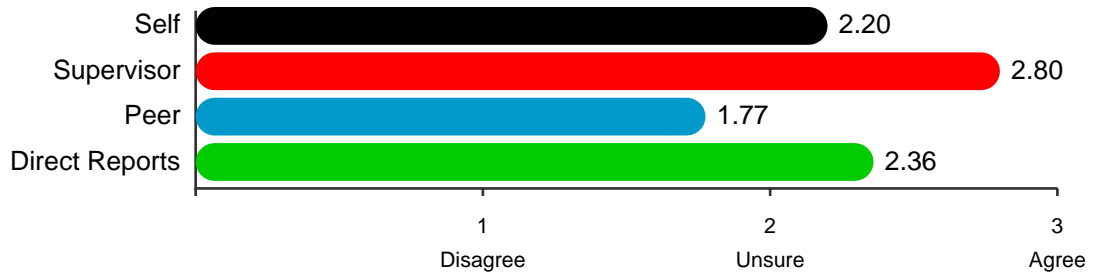
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	15	2.20	33.3	13%	53%	33%
27. You consistently model positive customer service attitudes.	15	2.00	26.7	27%	47%	27%
28. You ensure all customer commitments and requirements are met or exceeded.	15	2.47	53.3	7%	40%	53%
29. You maintain positive customer relationships.	15	2.60	60.0		40%	60%
30. You develop good rapport and trust with the customer.	15	1.80	13.3	33%	53%	13%

Comments:

- He always steps up and gets what needs to be done completed.
- _____ is determined to help make [CompanyName] successful.
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- _____ manages everyone else time very well. He puts everything out there, his soul, his time and his energy all to ensure a good outcome.
- I feel _____ always has the customer's best interest at heart.
- Improvement should come over time. There is potential which is present.

Organizational Fluency

Summary Scores



31. You are able to deal with sensitive issues with tact and professionalism.



32. You get things done through the department.



33. You are aware of other organizational cultures to compare/contrast with the current organizational culture.



34. You are able to use corporate politics to advance department objectives.



35. You anticipate problems that may affect the department.



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 (Disagree) to green (Agree).

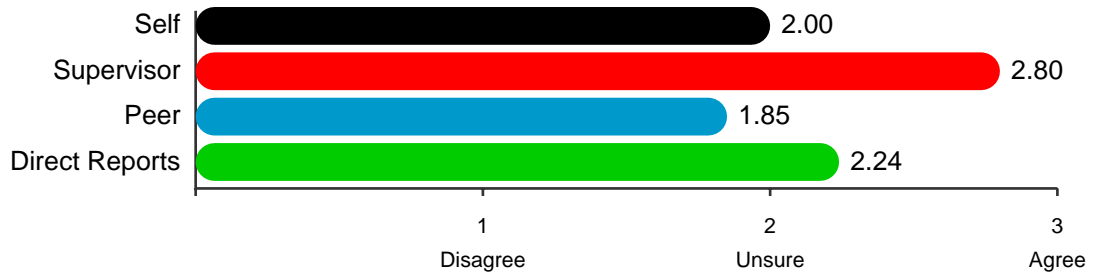
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You are able to deal with sensitive issues with tact and professionalism.	15	2.13	33.3	20%	47%	33%
32. You get things done through the department.	15	2.13	33.3	20%	47%	33%
33. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.07	33.3	27%	40%	33%
34. You are able to use corporate politics to advance department objectives.	15	2.13	26.7	13%	60%	27%
35. You anticipate problems that may affect the department.	15	1.87	20.0	33%	47%	20%

Comments:

- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- _____ has improved with his follow-up assignments from meetings.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.

Vision

Summary Scores



36. You work to support the strategy of [Company]



37. You behave in a way that is consistent with business values & code of conduct



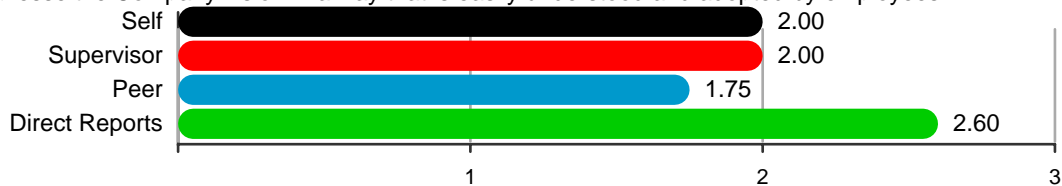
38. You persuade others to follow the Company's vision.



39. You lead employees in new directions.



40. You express the Company vision in a way that is easily understood and adopted by 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You work to support the strategy of [Company]	15	1.87	20.0	33%	47%	20%
37. You behave in a way that is consistent with business values & code of conduct	15	1.93	13.3	20%	67%	13%
38. You persuade others to follow the Company's vision.	15	2.07	33.3	27%	40%	33%
39. You lead employees in new directions.	15	2.33	33.3		67%	33%
40. You expresse the Company vision in a way that is easily understood and adopted by employees.	15	2.07	33.3	27%	40%	33%

Comments:

- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- I honestly cannot think of anything that he could improve on.
- Need to continue to take action when needed, although have improved. . .

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?

- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- Completes variance analysis and identifies corrective actions.
- He is truly dedicated to doing a good job, by helping us do a good job.

What do you like best about working with this individual?

- He leads by example, not reputation.
- I am VERY fortunate to be on his team and part of this division.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- _____ is a strong leader & mentor.

What do you like least about working with this individual?

- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ 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 enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.

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

- _____ has made great strides with increasing communication and teamwork within his reports.
- _____ 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 open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- I love working with his and hope to continue having his as my supervisor!
- He has established credibility and trust with all the directors and managers.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

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

- As mentioned above, good collaboration.
- _____ is a strong leader and passionate about his customers, staff and safety.
- He is organized, kind, and extremely approachable.
- Need to take in all opinions, not just those of employees who are not always truthful....
- He is always collaborative in his approach, and makes good decisions.
- His quality of work is good.

Any final comments?

- _____ would be my choice for permanent manager of the department.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- He has worked hard to understand people's strengths and what they need from him.
- He's a good and reliable team member.