

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.

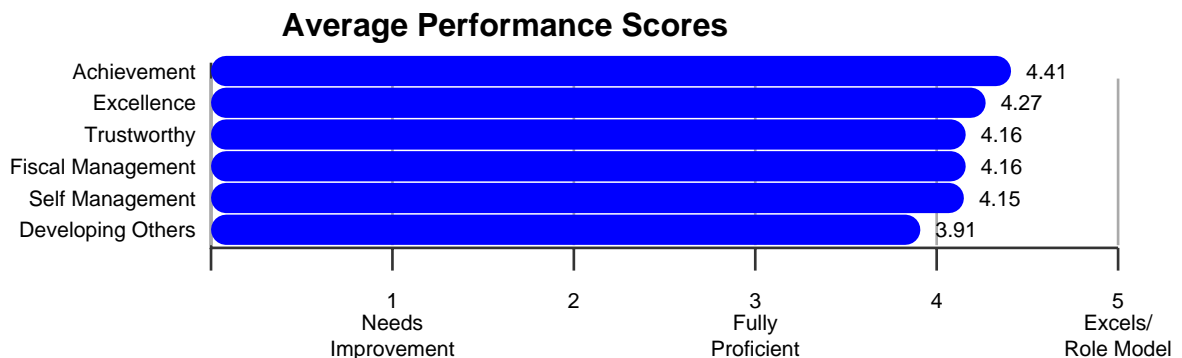
What to Do with Your Feedback

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

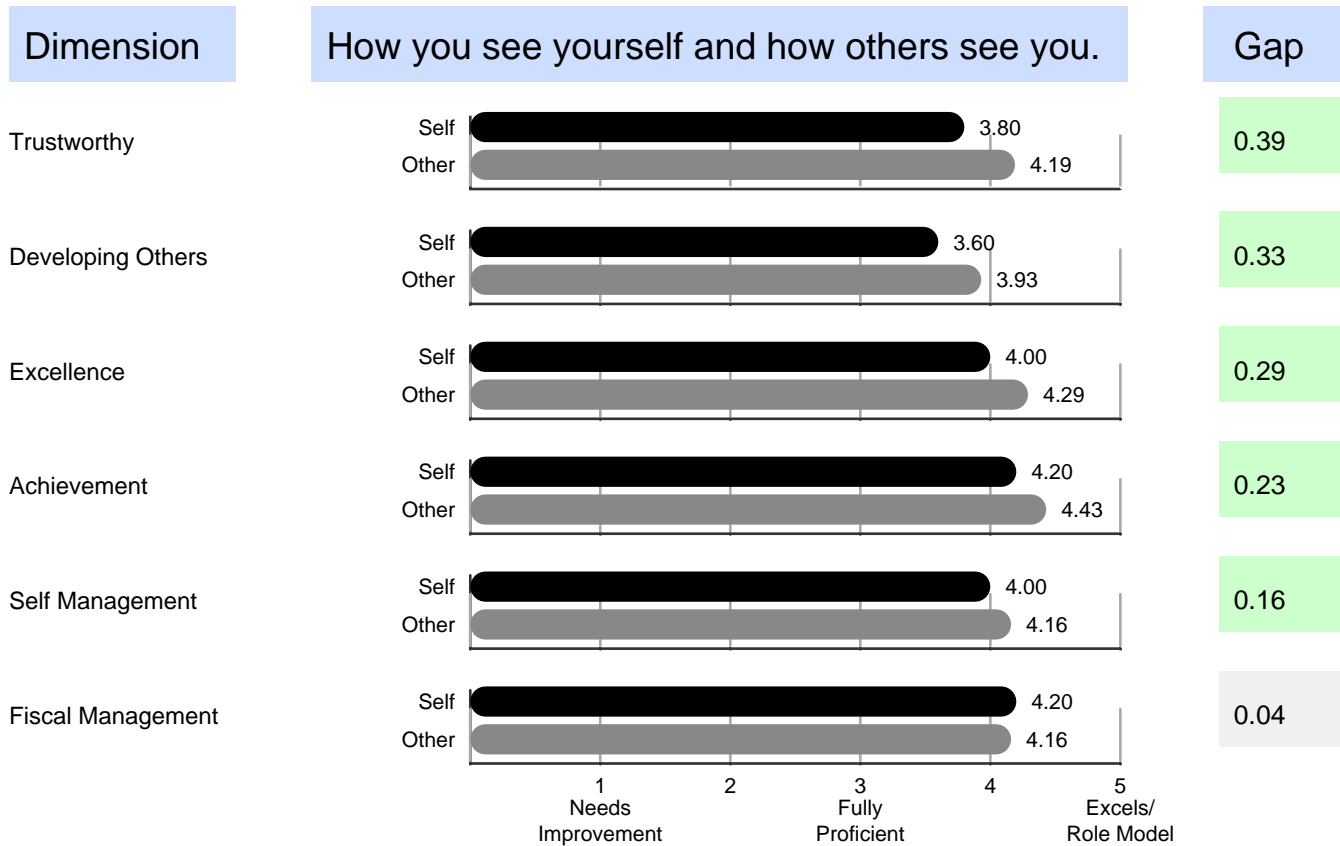
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



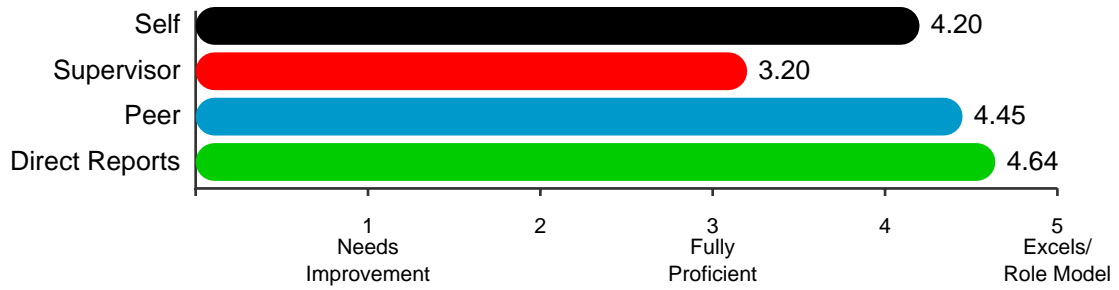
Gap Analysis

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.



Achievement

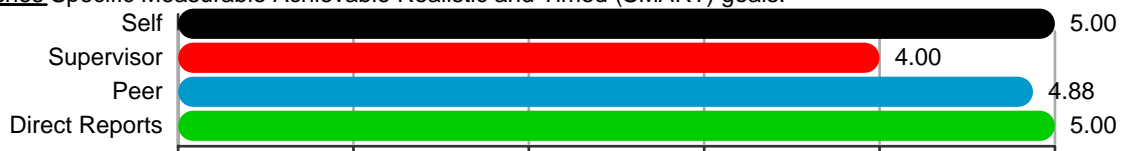
Summary Scores



1. Makes use of talents of others to help achieve a high level of performance.



2. Establishes Specific Measurable Achievable Realistic and Timed (SMART) goals.



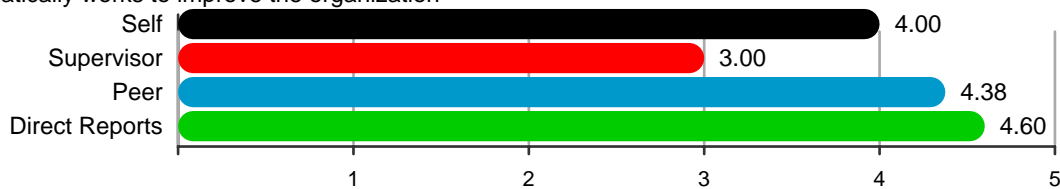
3. Eliminates bureaucratic barriers to streamline processes.



4. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.



5. Systematically works to improve 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).

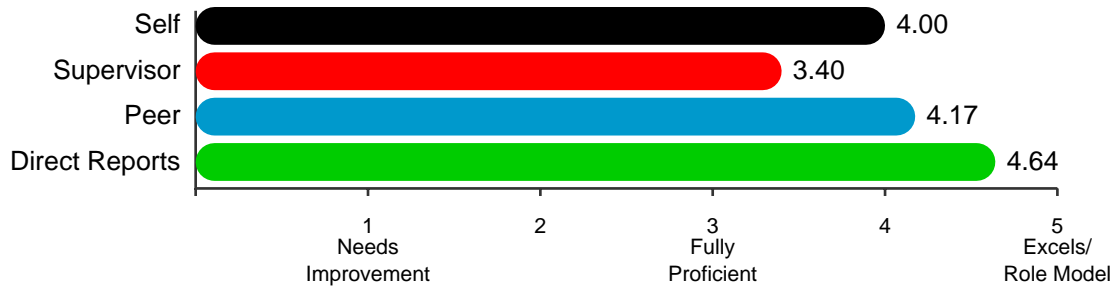
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Makes use of talents of others to help achieve a high level of performance.	15	4.20	93.3	7%	67%	27%
2. <u>Establishes</u> Specific Measurable <u>Achievable</u> Realistic and Timed (SMART) goals.	15	4.87	100.0	13%	87%	
3. Eliminates bureaucratic barriers to streamline processes.	15	4.27	93.3	7%	60%	33%
4. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	4.40	86.7	13%	33%	53%
5. Systematically works to improve the organization	15	4.33	93.3	7%	53%	40%

Comments:

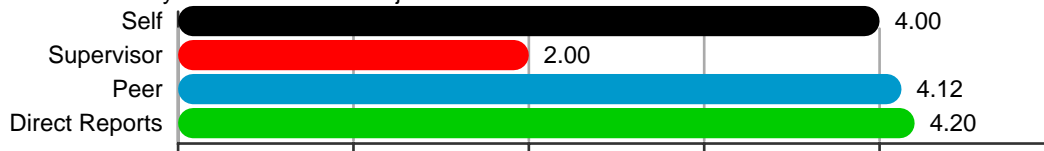
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- ___ exceeds in above in all she does.
- She works diligently with our supplier to ensure the inventory is cost effective.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].

Excellence

Summary Scores



6. Demonstrates the analytical skills to do their job.



7. Takes a lot of pride in their work.



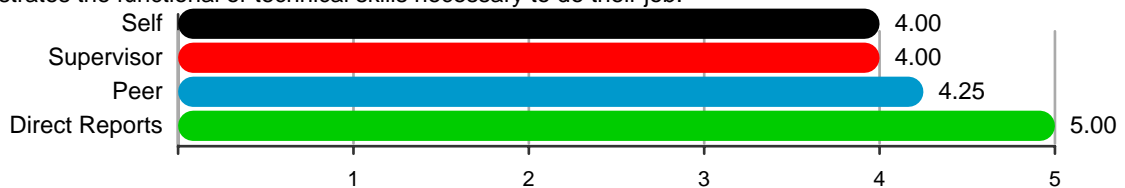
8. Keeps themselves and others focused on constant improvement.



9. Is planful and organized.



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



Level of Skill

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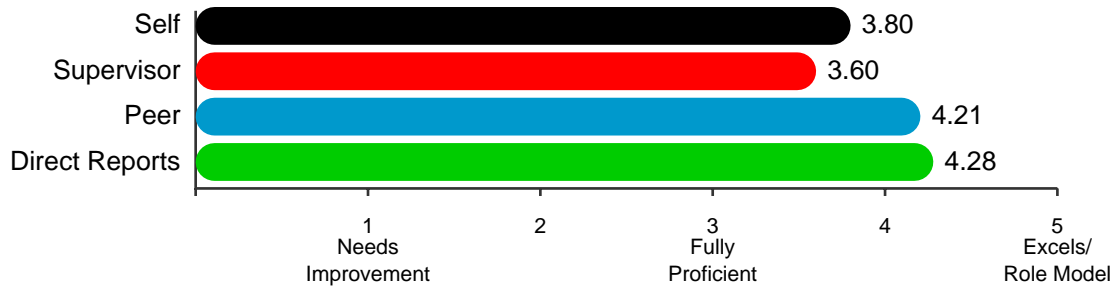
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Demonstrates the analytical skills to do their job.	15	4.00	80.0	7%	13%	53%	27%
7. Takes a lot of pride in their work.	15	4.07	80.0		20%	53%	27%
8. Keeps themselves and others focused on constant improvement.	15	4.33	93.3	7%		47%	47%
9. Is planful and organized.	15	4.47	93.3	7%		40%	53%
10. Demonstrates the functional or technical skills necessary to do their job.	15	4.47	93.3	7%		40%	53%

Comments:

- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- She make sure the team effort not only succeed on paper.
- ___ sets high standards for those she works with and expects the same of herself.

Trustworthy

Summary Scores



11. Communicates an understanding of the other person's interests, needs and concerns.



12. Consistently keeps commitments.



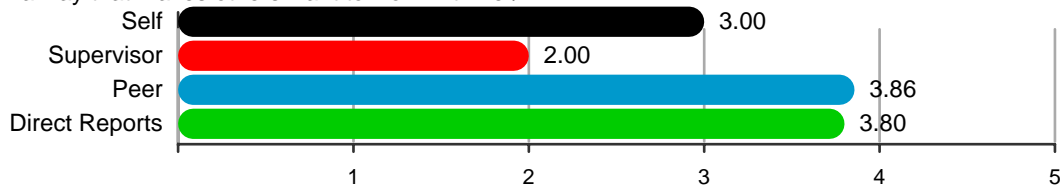
13. Demonstrates a sense of responsibility and commitment to public trust.



14. Builds and maintains the trust of others.



15. Works in a way that makes others want to work with her/him.



Level of Skill

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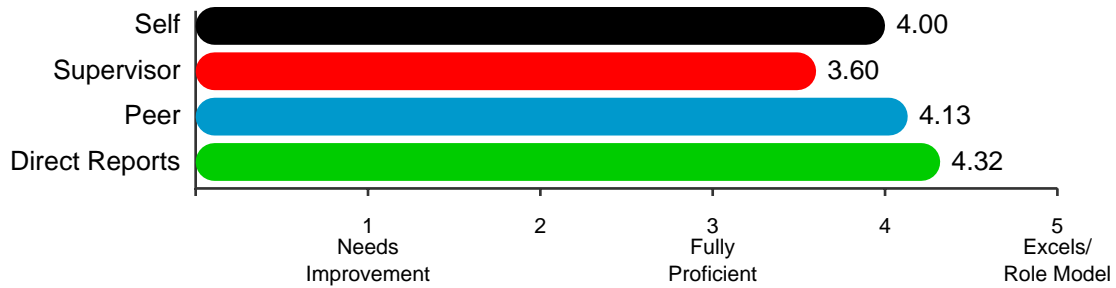
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Communicates an understanding of the other person's interests, needs and concerns.	15	4.60	100.0	40%	60%	
12. Consistently keeps commitments.	15	4.27	100.0	73%	27%	
13. Demonstrates a sense of responsibility and commitment to public trust.	15	4.33	100.0	67%	33%	
14. Builds and maintains the trust of others.	15	3.93	73.3	27%	53%	20%
15. Works in a way that makes others want to work with her/him.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.
- ___ is able to problem solve very well.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].

Self Management

Summary Scores



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



17. Analyzes interpersonal problems instead of reacting to them.



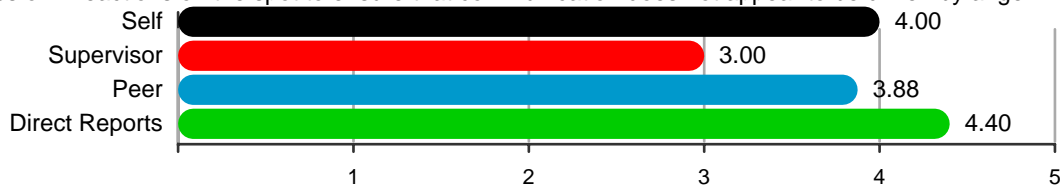
18. Uses patience and self-control in working with customers and associates.



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



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



Level of Skill

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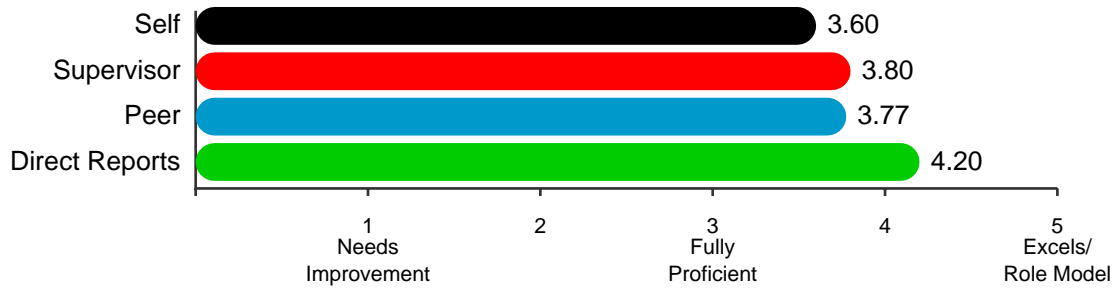
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.33	86.7	13%	40%	47%	
17. Analyzes interpersonal problems instead of reacting to them.	15	4.27	93.3	7%	60%	33%	
18. Uses patience and self-control in working with customers and associates.	14	4.00	92.9	7%	86%	7%	
19. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	14	4.14	85.7	7%	7%	50%	36%
20. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- ___ not only values and listens to her staff she also gives them the support they need.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.

Developing Others

Summary Scores



21. Creates opportunities for professional development.



22. Develops employees by offering and encouraging them to take on new or additional responsibilities.



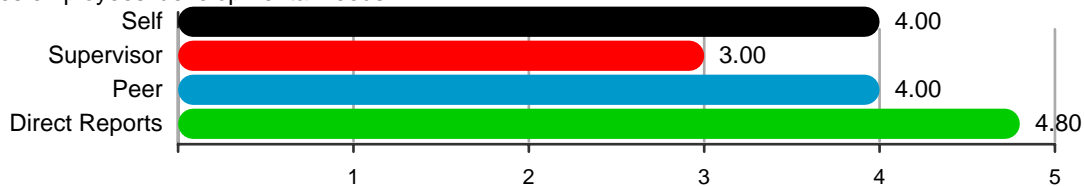
23. Provides constructive feedback to others.



24. Supports the successes of other employees.



25. Assesses employees' developmental needs.



Level of Skill

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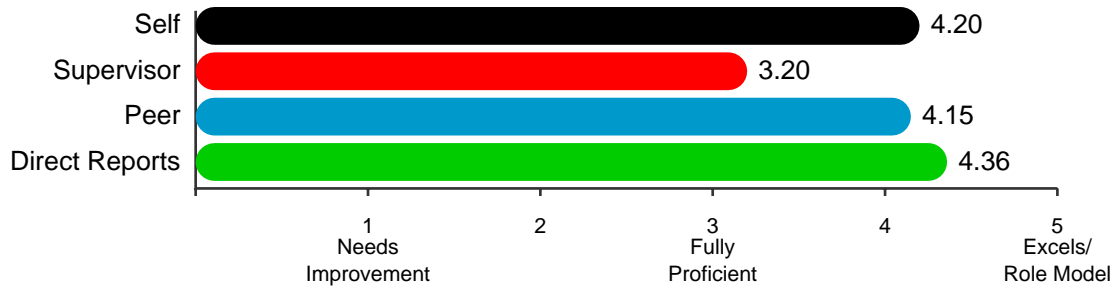
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Creates opportunities for professional development.	15	4.00	66.7	13%	20%	20%	47%	
22. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.47	53.3	13%	33%	47%	7%	
23. Provides constructive feedback to others.	15	3.60	66.7	13%	20%	60%	7%	
24. Supports the successes of other employees.	15	4.27	86.7	7%	7%	40%	47%	
25. Assesses employees' developmental needs.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

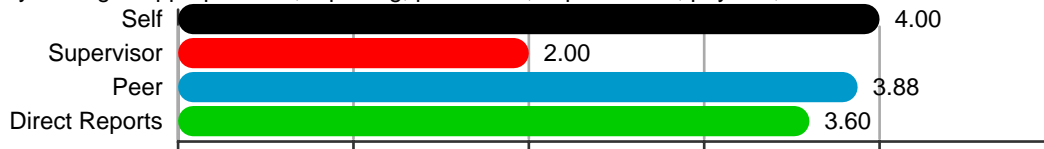
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- She is respectful of the people she works with regardless of the level in the organization.
- ___ has nothing but [CompanyName]'s best interest at heart.
- She knows product and how to engage potential clients.
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- Job performance is excellent. Lucky to have ___ on our team.

Fiscal Management

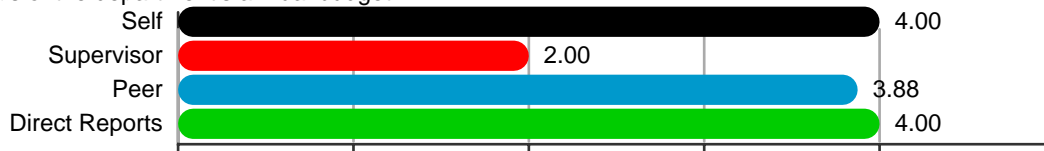
Summary Scores



26. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



27. Develops of the department's annual budget.



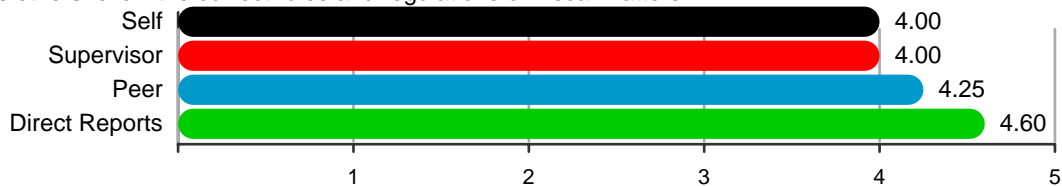
28. Keeps excellent records for financial transparency.



29. Develops budgets and plans for various programs and initiatives.



30. Ensures others follow the correct rules and regulations on fiscal matters.



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. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.67	66.7	20%	13%	47%		20%
27. Develops of the department's annual budget.	15	3.80	73.3	20%	7%	47%		27%
28. Keeps excellent records for financial transparency.	15	4.33	86.7	13%		40%		47%
29. Develops budgets and plans for various programs and initiatives.	15	4.67	100.0			33%		67%
30. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.33	100.0			67%		33%

Comments:

- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- ___ is a pleasure to work with.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.

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?

- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- Demonstrates a focus on the business goals through task prioritization.
- ___ has excellent job and people skills.
- ___ is a good leader because she gives examples through her own behavior.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.

What do you like best about working with this individual?

- She lets us develop our own style and inspires us to do our best.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- She knows her subject matter!

What do you like least about working with this individual?

- Works hard to build a team environment.
- I respect ___ and have turned to her for advice.
- ___ has brought a much needed positive change to [CompanyName].
- She is very supportive of cross training and learning new skills.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- Stay focused more on the agenda for meetings.

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

- Does excellent job, always.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- She values our feedback and takes our recommendations seriously.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- She correctly sets limits, and expectations of her managers.

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

- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.

- ____ has demonstrated the ability to manage significant changes in her area with great skill.

Any final comments?

- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- ____ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ____ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- I enjoy working with ____; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.