



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.

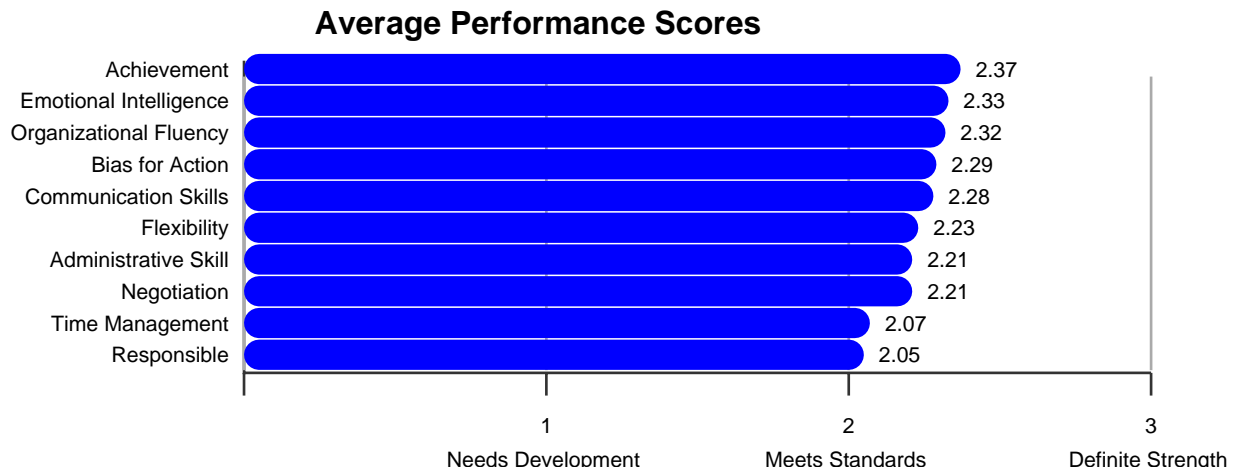
What to Do with Your Feedback

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 10 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

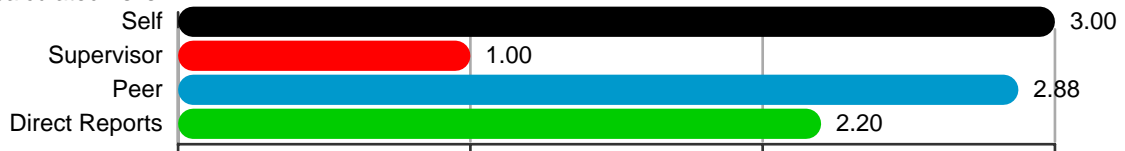
Summary Scores



1. Systematically works to improve the organization



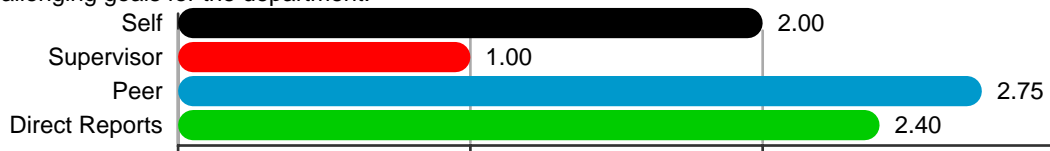
2. Takes calculated risks.



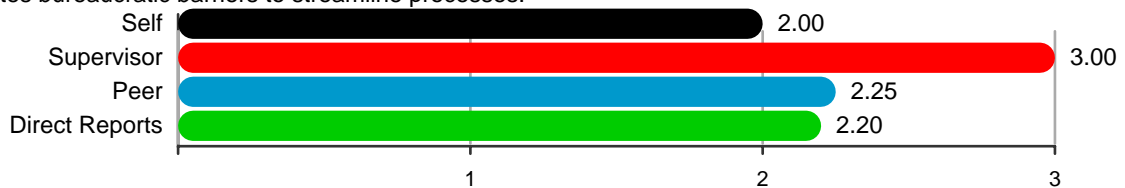
3. Completes work to given time frame and to budget



4. Sets challenging goals for the department.



5. Eliminates bureaucratic barriers to streamline processes.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Systematically works to improve the organization	15	2.27	33.3	7%	60%	33%
2. Takes calculated risks.	15	2.53	73.3	20%	7%	73%
3. Completes work to given time frame and to budget	15	2.33	40.0	7%	53%	40%
4. Sets challenging goals for the department.	15	2.47	53.3	7%	40%	53%
5. Eliminates bureaucratic barriers to streamline processes.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is very friendly and expresses genuine care for the staff when she is present.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- ___ is a true asset to [CompanyName].
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.

Communication Skills

Summary Scores



6. Asks follow-up questions as needed.



7. Communications with department leadership



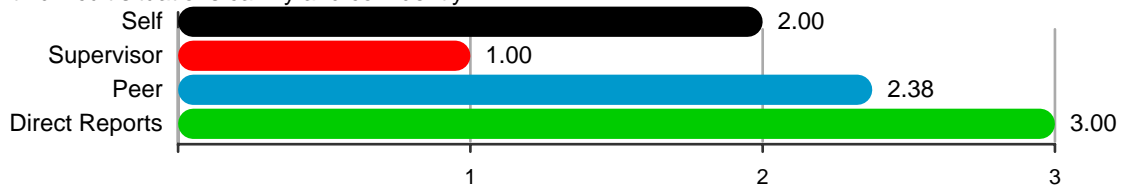
8. Communicates effectively with all levels of the organization.



9. Addresses issues of key importance to stakeholders.



10. Deals with difficult situations calmly and confidently.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Asks follow-up questions as needed.	15	2.13	33.3	20%	47%	33%
7. Communications with department leadership	15	2.07	26.7	20%	53%	27%
8. Communicates effectively with all levels of the organization.	15	2.33	40.0	7%	53%	40%
9. Addresses issues of key importance to stakeholders.	15	2.40	53.3	13%	33%	53%
10. Deals with difficult situations calmly and confidently.	15	2.47	60.0	13%	27%	60%

Comments:

- I honestly cannot think of anything that she could improve on.
- Closes off discussions with action plans.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- ___ is the consummate professional and pleasure to work with.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.

Flexibility

Summary Scores



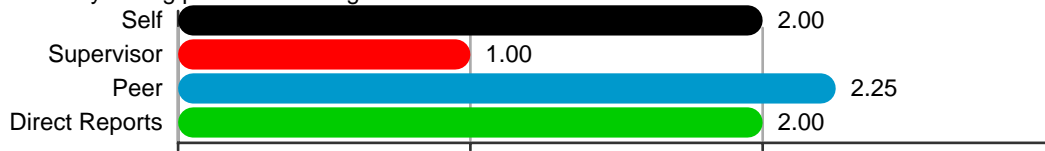
11. Adapts to new organizational structures, policies, or procedures.



12. Able to adapt to new situations.



13. Works effectively during periods of change.



14. Encourages others to adopt new procedures.



15. Open to the perspectives/viewpoints of others.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Adapts to new organizational structures, policies, or procedures.	15	2.33	40.0	7%	53%	40%
12. Able to adapt to new situations.	15	2.07	20.0	13%	67%	20%
13. Works effectively during periods of change.	15	2.07	26.7	20%	53%	27%
14. Encourages others to adopt new procedures.	15	2.27	40.0	13%	47%	40%
15. Open to the perspectives/viewpoints of others.	14	2.43	50.0	7%	43%	50%

Comments:

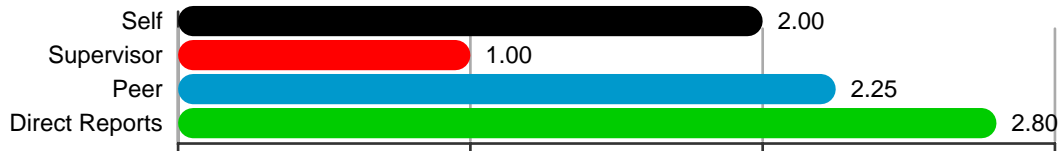
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- ___ has been very supportive as a supervisor.
- She is a team player and willing to help other departments and staff when needed.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.

Bias for Action

Summary Scores



16. Completes work on time



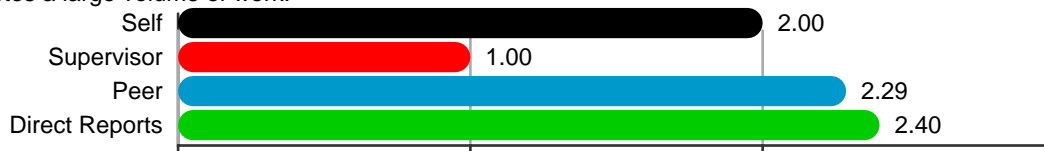
17. Motivates others to achieve or exceed goals



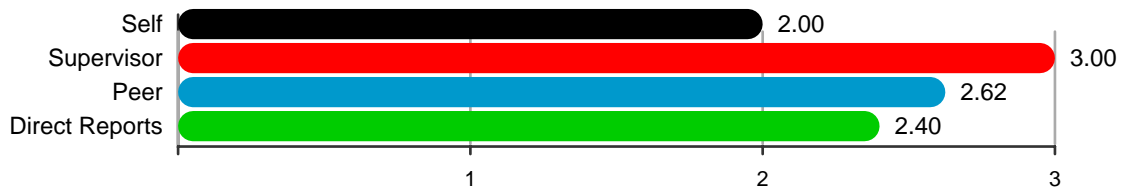
18. Displays high energy and enthusiasm on consistent basis.



19. Completes a large volume of work.



20. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Completes work on time	15	2.33	46.7	13%	40%	47%
17. Motivates others to achieve or exceed goals	15	2.33	40.0	7%	53%	40%
18. Displays high energy and enthusiasm on consistent basis.	14	2.00	14.3	14%	71%	14%
19. Completes a large volume of work.	14	2.21	42.9	21%	36%	43%
20. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	2.53	60.0	7%	33%	60%

Comments:

- I envy her versatility in working with a wide variety of issues and topics.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.
- ___ is a great manager to work for.
- Timeliness and accountability of projects.
- Her years of experience and wisdom are generously shared and appreciated.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.

Emotional Intelligence

Summary Scores



21. Is able to control their own emotions.



22. Is attentive to emotional cues and interprets others' feelings correctly.



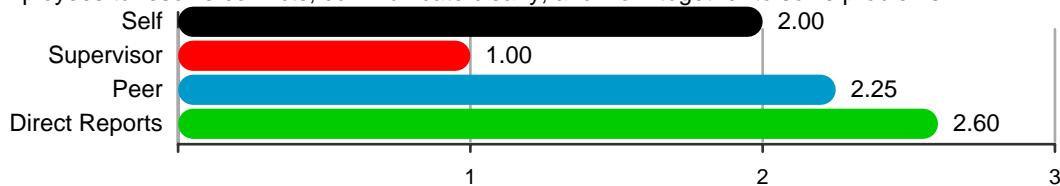
23. Able to understand others' points of view.



24. Is able to manage their own emotions.



25. Helps employees to resolve conflicts, communicate clearly, and work together to solve 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Is able to control their own emotions.	15	2.60	66.7	7%	27%	67%
22. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.33	40.0	7%	53%	40%
23. Able to understand others' points of view.	15	2.07	20.0	13%	67%	20%
24. Is able to manage their own emotions.	15	2.40	53.3	13%	33%	53%
25. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.27	53.3	27%	20%	53%

Comments:

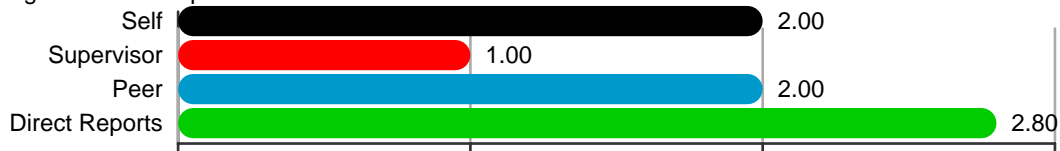
- ___ treats all employees with respect and in a very professional manner.
- Show others it is possible to understand both sides without having to agree all the time.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- Seek and provide critical feedback.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.

Administrative Skill

Summary Scores



26. Has strong technical/computer skills.



27. Able to develop, justify and present a budget.



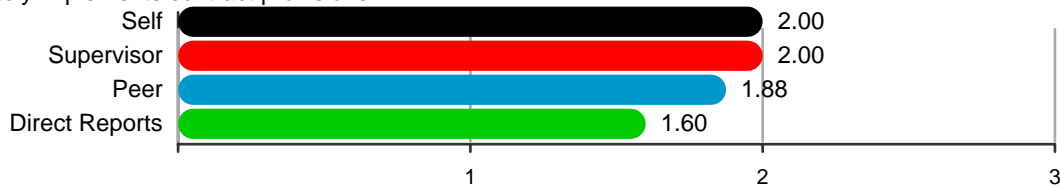
28. Strong organizational skills to keep the workspace and department in order



29. Completes reports on-time.



30. Accurately implements contract provisions.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Has strong technical/computer skills.	15	2.20	33.3	13%	53%	33%
27. Able to develop, justify and present a budget.	15	2.00	26.7	27%	47%	27%
28. Strong organizational skills to keep the workspace and department in order	15	2.47	53.3	7%	40%	53%
29. Completes reports on-time.	15	2.60	60.0		40%	60%
30. Accurately implements contract provisions.	15	1.80	13.3	33%	53%	13%

Comments:

- She is very knowledgeable and is always willing to lend a helping hand!
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- She consistently conducts herself with professionalism and represents our unit well.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.

Time Management

Summary Scores



31. Prioritizes tasks to identify immediate and long-term objectives.



32. Uses agendas when chairing or facilitating meetings.



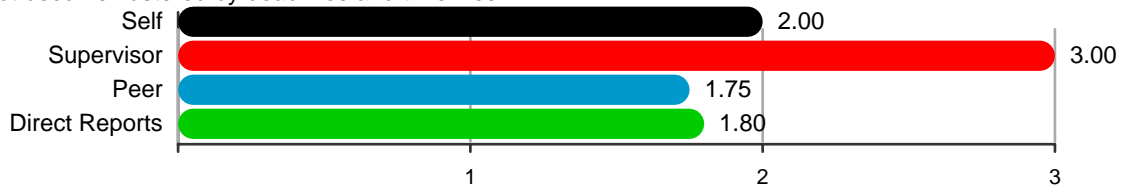
33. Keeps and maintains a To-Do list.



34. Prioritizes new tasks according to their relative importance.



35. Does not become flustered by deadlines and timelines.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Prioritizes tasks to identify immediate and long-term objectives.	15	2.13	33.3	20%	47%	33%
32. Uses agendas when chairing or facilitating meetings.	15	2.13	33.3	20%	47%	33%
33. Keeps and maintains a To-Do list.	15	2.07	33.3	27%	40%	33%
34. Prioritizes new tasks according to their relative importance.	15	2.13	26.7	13%	60%	27%
35. Does not become flustered by deadlines and timelines.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- ___ 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.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!

Responsible

Summary Scores



36. Is a person you can trust.



37. Holds herself / himself accountable to goals / objectives



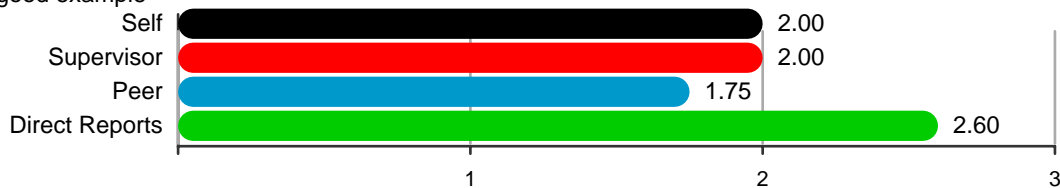
38. Sets high personal standards of performance.



39. Sets a good example.



40. Sets a good example



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Is a person you can trust.	15	1.87	20.0	33%	47%	20%
37. Holds herself / himself accountable to goals / objectives	15	1.93	13.3	20%	67%	13%
38. Sets high personal standards of performance.	15	2.07	33.3	27%	40%	33%
39. Sets a good example.	15	2.33	33.3		67%	33%
40. Sets a good example	15	2.07	33.3	27%	40%	33%

Comments:

- Could be more self-aware of impact on other team members
- ___ always presents herself in the most professional manner.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- ___ is a tremendous leader in our organization.
- ___ is a valuable resource to the organization and the team.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.

Negotiation

Summary Scores



41. Able to adapt to changing situations.



42. Actively listens to conversations to be able to recall important details later.



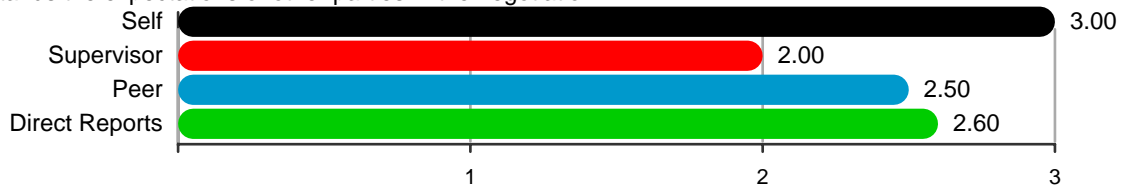
43. Influences others through rational argument and persuasion.



44. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.



45. Understands the expectations of other parties in the negotiation.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Able to adapt to changing situations.	15	2.00	26.7	27%	47%	27%
42. Actively listens to conversations to be able to recall important details later.	15	2.13	33.3	20%	47%	33%
43. Influences others through rational argument and persuasion.	15	2.20	40.0	20%	40%	40%
44. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	2.20	26.7	7%	67%	27%
45. Understands the expectations of other parties in the negotiation.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- Our desire to improve loss rates has been encouraged and supported by ___.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- She is such a positive person and always willing to pitch in where help is needed.
- She is friendly, courteous, and kind all while being very professional.
- ___'s priority is our customers and community.

Organizational Fluency

Summary Scores



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



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



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



49. Gets things done through the department.



50. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Able to deal with sensitive issues with tact and professionalism.	15	2.27	26.7		73%	27%
47. Adept at navigating within the culture of the department.	15	2.13	26.7	13%	60%	27%
48. Able to use corporate politics to advance department objectives.	15	2.40	40.0		60%	40%
49. Gets things done through the department.	15	2.47	46.7		53%	47%
50. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.33	46.7	13%	40%	47%

Comments:

- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- She is very customer focused and this reflects in her division leadership and performance.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.

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?

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.

What do you like best about working with this individual?

- Is always available to assist with issues, all scopes business or personal.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- ___'s priority is our customers and community.
- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.

What do you like least about working with this individual?

- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.

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

- It is often difficult to contact ___ and email communication may take a long period for a reply.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- She is a team player and willing to help other departments and staff when needed.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She cares deeply for what she does and it shows.

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

- ___ does not always follow through with things (ordering equipment).
- She 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.
- ___ is committed to our organization and leads by example.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

Any final comments?

- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- Expectations are not always clearly communicated/outlined.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- She looks at problems in a systematic way and asks for input prior to making decisions.