



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.

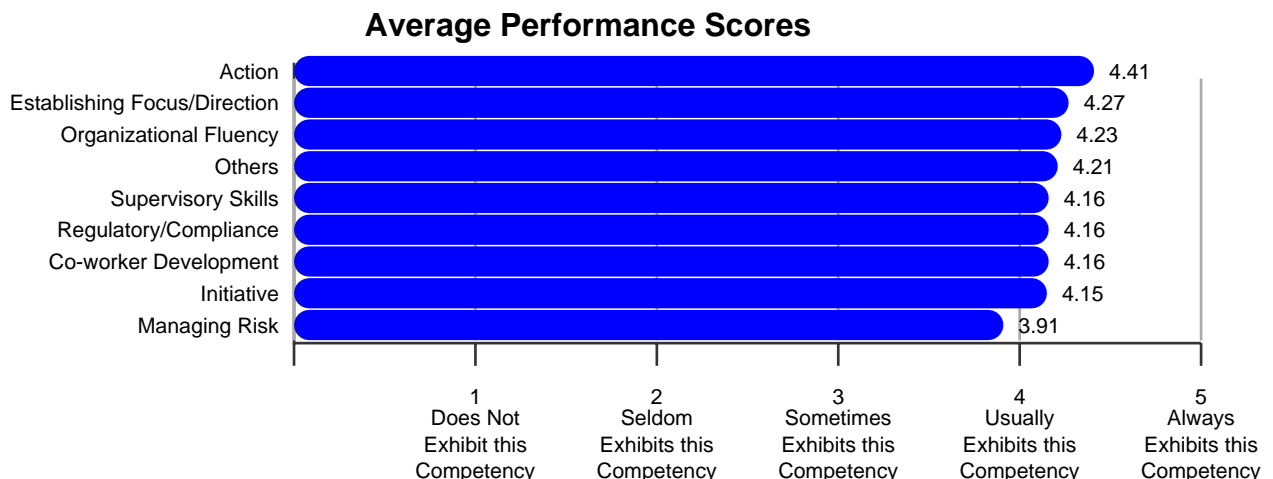
What to Do with Your Feedback

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

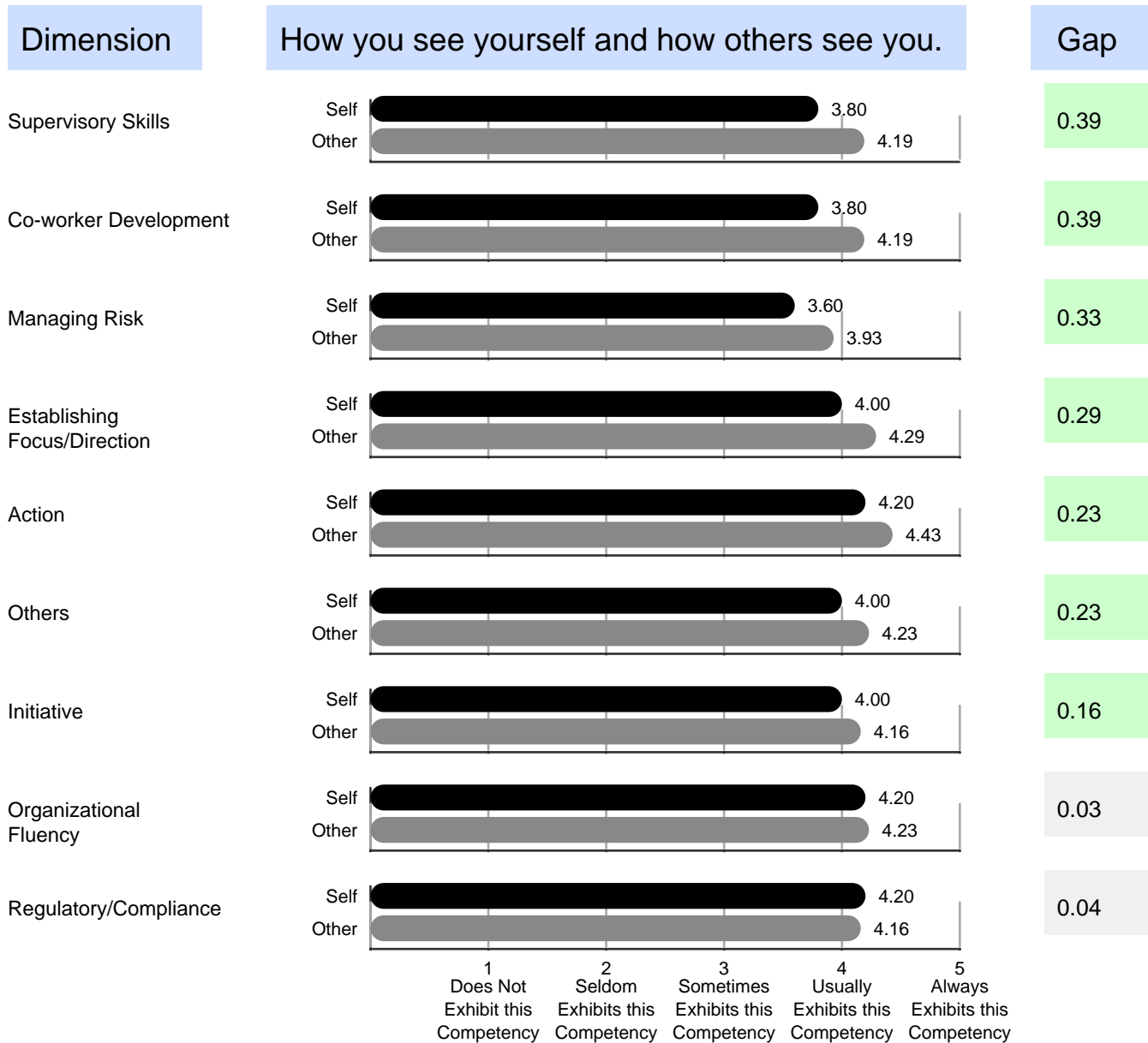
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



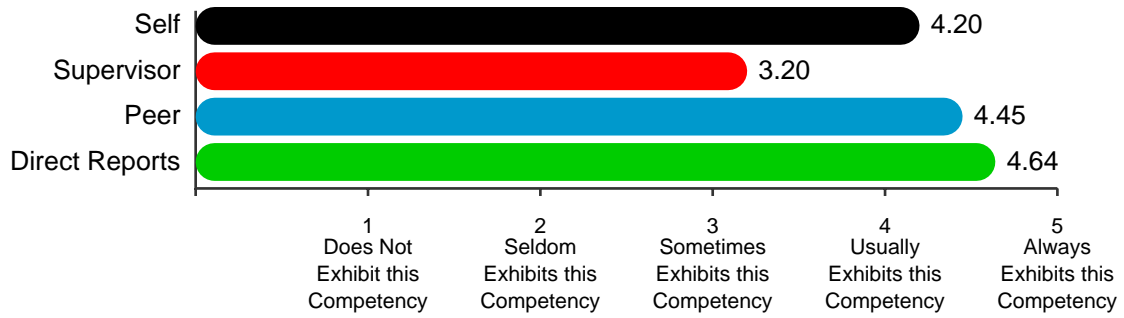
Gap Analysis

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.



Action

Summary Scores



1. You display high energy and enthusiasm on consistent basis.



2. You drive and mobilizes others progress toward goals.



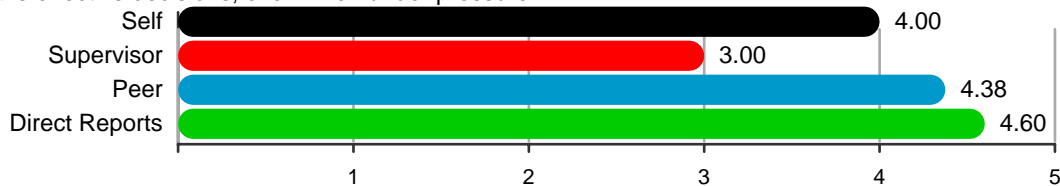
3. You motivate & supports others to gain skills



4. You make effective decisions



5. You make effective decisions, even when under pressure.



Level of Skill

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

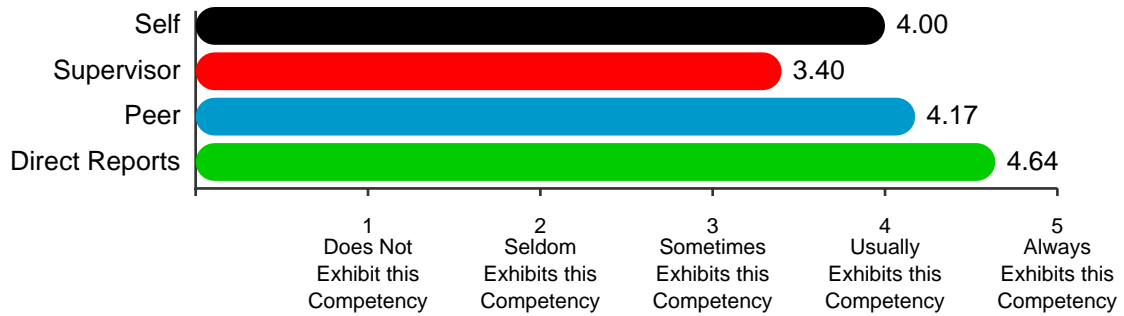
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You display high energy and enthusiasm on consistent basis.	15	4.20	93.3	7%		67%		27%
2. You drive and mobilizes others progress toward goals.	15	4.87	100.0	13%		87%		
3. You motivate & supports others to gain skills	15	4.27	93.3	7%		60%		33%
4. You make effective decisions	15	4.40	86.7	13%	33%		53%	
5. You make effective decisions, even when under pressure.	15	4.33	93.3	7%		53%		40%

Comments:

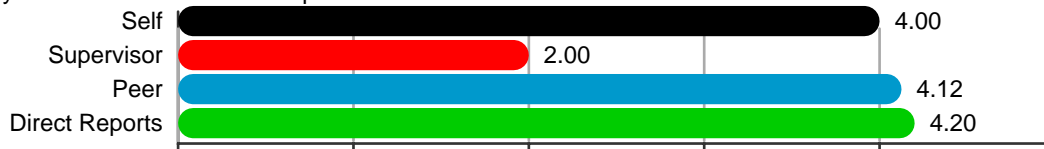
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- I truly enjoy working with ____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- Uses visual aids to communicate progress to your team.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.

Establishing Focus/Direction

Summary Scores



6. You stay focused even when under pressure and stress.



7. You maintain self-control when personally criticized.



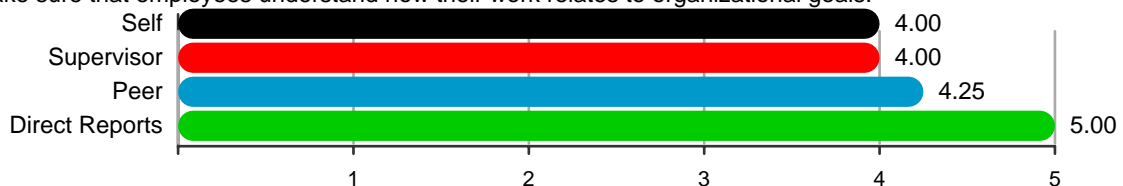
8. You maintain focus when handling several problems or tasks simultaneously.



9. You set appropriate goals for employees.



10. You make sure that employees understand how their work relates to organizational goals.



Level of Skill

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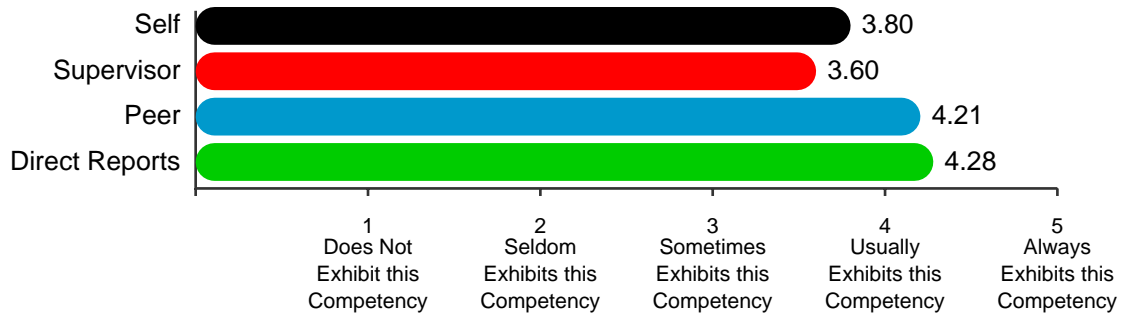
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You stay focused even when under pressure and stress.	15	4.00	80.0	7%	13%	53%	27%	
7. You maintain self-control when personally criticized.	15	4.07	80.0		20%	53%	27%	
8. You maintain focus when handling several problems or tasks simultaneously.	15	4.33	93.3	7%	47%		47%	
9. You set appropriate goals for employees.	15	4.47	93.3	7%	40%		53%	
10. You make sure that employees understand how their work relates to organizational goals.	15	4.47	93.3	7%	40%		53%	

Comments:

- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- ___ leads by example in each of the areas noted above.

Supervisory Skills

Summary Scores



11. You encourage employees to achieve your full potential.



12. You provide constructive, ongoing feedback.



13. You appropriately recognize and reward employees.



14. You resolve personnel problems quickly and effectively.



15. You promote teamwork and cooperation within the department.



Level of Skill

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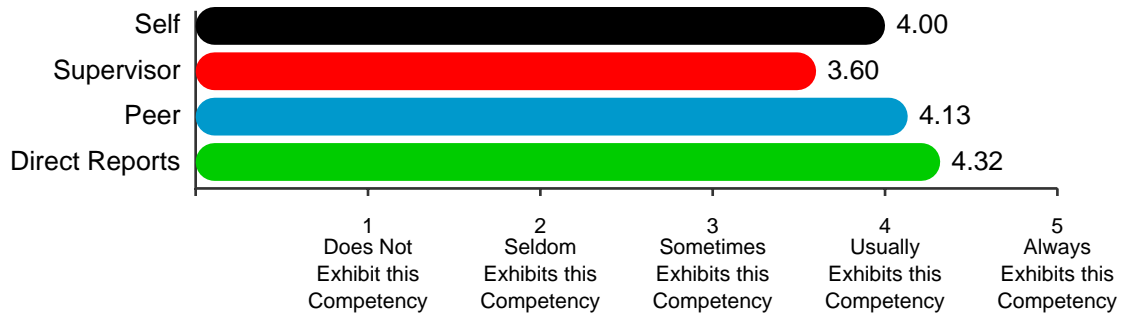
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You encourage employees to achieve your full potential.	15	4.60	100.0			40%	60%	
12. You provide constructive, ongoing feedback.	15	4.27	100.0			73%		27%
13. You appropriately recognize and reward employees.	15	4.33	100.0			67%		33%
14. You resolve personnel problems quickly and effectively.	15	3.93	73.3	27%		53%		20%
15. You promote teamwork and cooperation within the department.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Unfortunately there has been inconsistency in actions and results.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- ___ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- Good leadership style.
- She has a very engaging style which generates trust and respect.

Initiative

Summary Scores



16. You prepare for unexpected contingencies.



17. You immediately work to complete goals well before your deadline.



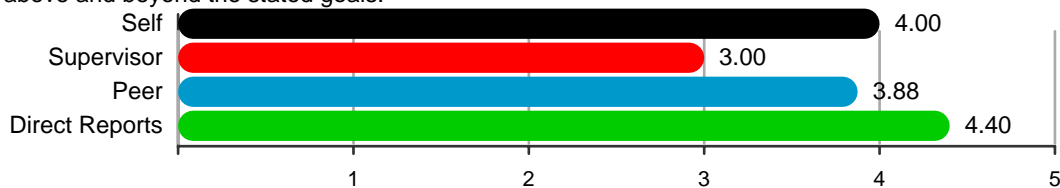
18. You take decisive action to address problems, following up with relevant team members and coaching them on how to improve.



19. You take action without being asked.



20. You go above and beyond the stated goals.



Level of Skill

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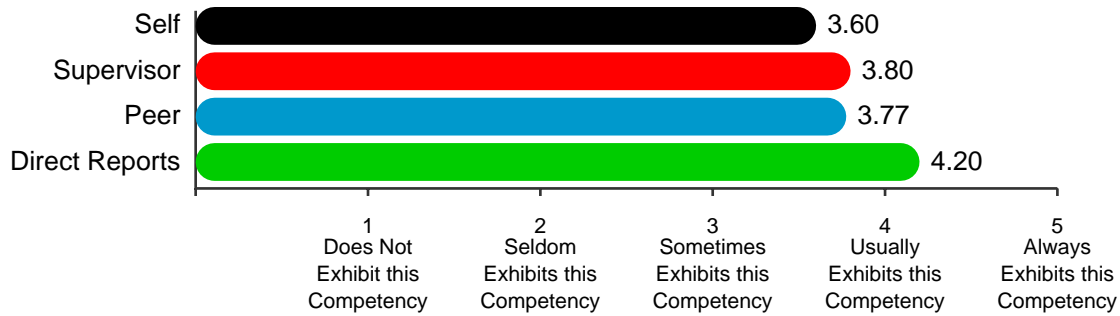
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You prepare for unexpected contingencies.	15	4.33	86.7	13%	40%	47%		
17. You immediately work to complete goals well before your deadline.	15	4.27	93.3	7%	60%	33%		
18. You take decisive action to address problems, following up with relevant team members and coaching them on how to improve.	14	4.00	92.9	7%	86%	7%		
19. You take action without being asked.	14	4.14	85.7	7%	7%	50%	36%	
20. You go above and beyond the stated goals.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ is a very good leader.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- ___ is a wonderful person to work for.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.

Managing Risk

Summary Scores



21. You perform regular risk analyses to minimize adverse outcomes.



22. You seek to maintain the long-term viability of the Company.



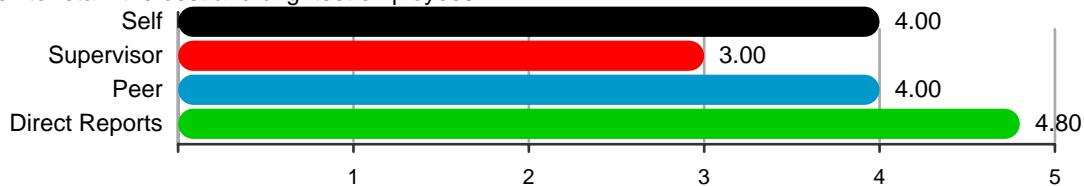
23. You maintain open communication with other departments.



24. You are able to perceive the risks of different work tasks and activities.



25. You seek to retain the best and brightest employees.



Level of Skill

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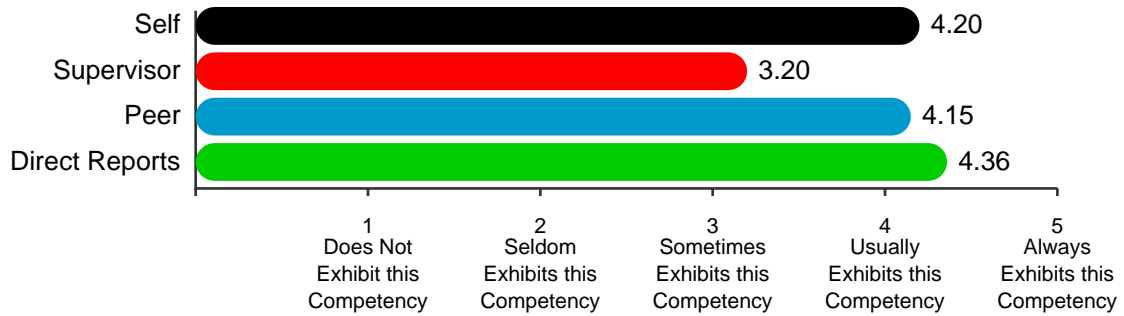
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You perform regular risk analyses to minimize adverse outcomes.	15	4.00	66.7	13%	20%	20%	47%	
22. You seek to maintain the long-term viability of the Company.	15	3.47	53.3	13%	33%	47%	7%	
23. You maintain open communication with other departments.	15	3.60	66.7	13%	20%	60%	7%	
24. You are able to perceive the risks of different work tasks and activities.	15	4.27	86.7	7%	7%	40%	47%	
25. You seek to retain the best and brightest employees.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

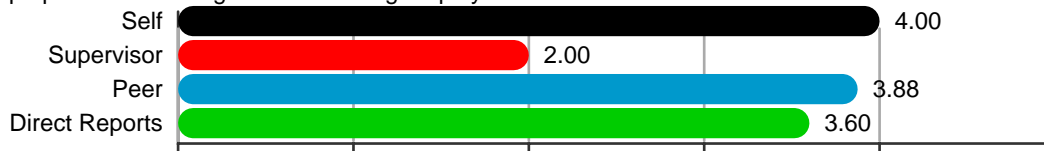
- Demonstrates a focus on the business goals through task prioritization.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- Great to have you on the team!
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.

Regulatory/Compliance

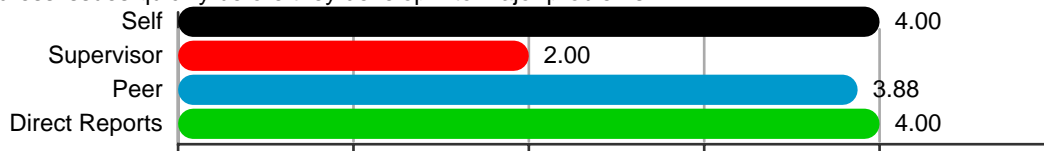
Summary Scores



26. You keep up-to-date with legislation affecting employees.



27. You address issues quickly before they develop into major problems.



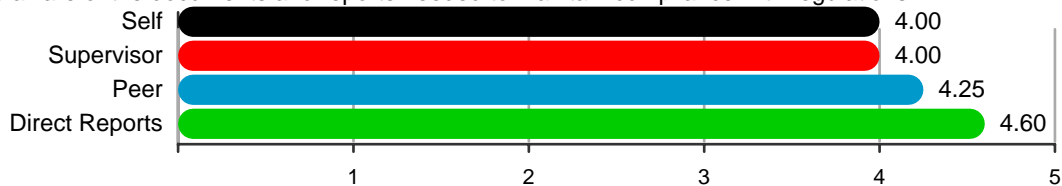
28. You are professional and courteous in interactions with auditors and regulators.



29. You create and maintain necessary regulatory documentation.



30. You are aware of the documents and reports needed to maintain compliance with regulations.



Level of Skill

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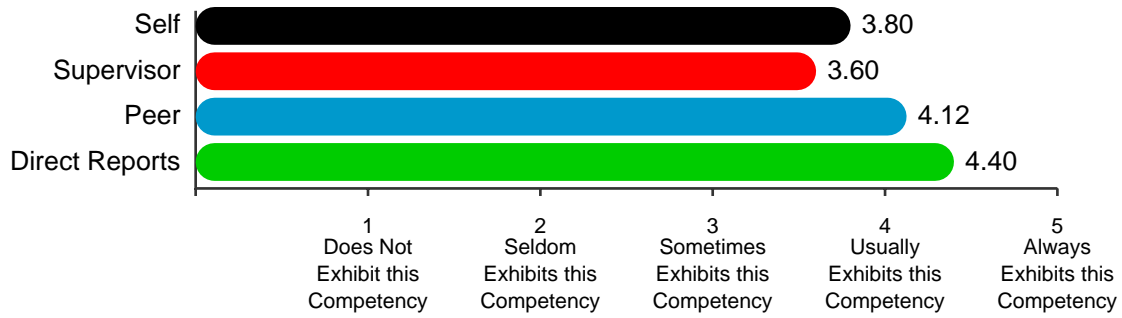
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You keep up-to-date with legislation affecting employees.	15	3.67	66.7	20%	13%	47%	20%	
27. You address issues quickly before they develop into major problems.	15	3.80	73.3	20%	7%	47%	27%	
28. You are professional and courteous in interactions with auditors and regulators.	15	4.33	86.7	13%	40%	47%		
29. You create and maintain necessary regulatory documentation.	15	4.67	100.0		33%	67%		
30. You are aware of the documents and reports needed to maintain compliance with regulations.	15	4.33	100.0		67%	33%		

Comments:

- Allocates resources in advance to ensure the required work can be completed.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- ___ always remembers the customer is at the center of what we do.
- Needs to have more face-to-face communications with other employees in the company.
- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness

Co-worker Development

Summary Scores



31. You take immediate action on poor performance



32. You give others development opportunities through project assignments and increased job responsibilities



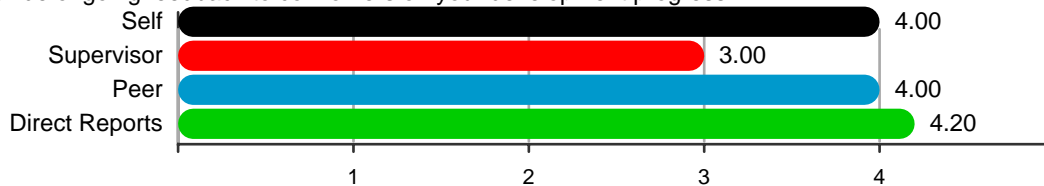
33. You adapt coaching and mentoring approach to meet the style or needs of individuals



34. You work to identify root causes of performance problems



35. You provide ongoing feedback to co-workers on your development progress



Level of Skill

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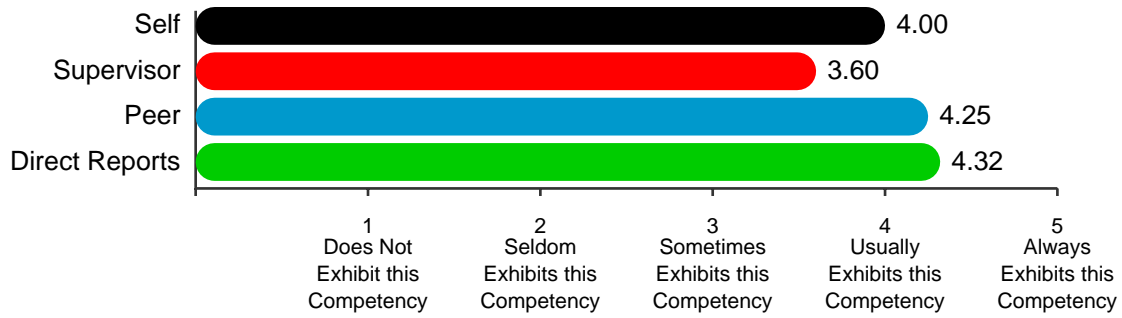
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You take immediate action on poor performance	15	4.07	80.0	20%		53%		27%
32. You give others development opportunities through project assignments and increased job responsibilities	15	4.47	100.0		53%		47%	
33. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	4.13	80.0	20%		47%		33%
34. You work to identify root causes of performance problems	15	4.13	86.7	13%		60%		27%
35. You provide ongoing feedback to co-workers on your development progress	15	4.00	80.0	20%		60%		20%

Comments:

- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- 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.
- She cares deeply for what she does and it shows.
- 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.
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- ___ is a very effective communicator and I always felt very well informed as her direct report.

Others

Summary Scores



36. You constructively receive criticism and suggestions from others.



37. You form working relationships with employees from other departments.



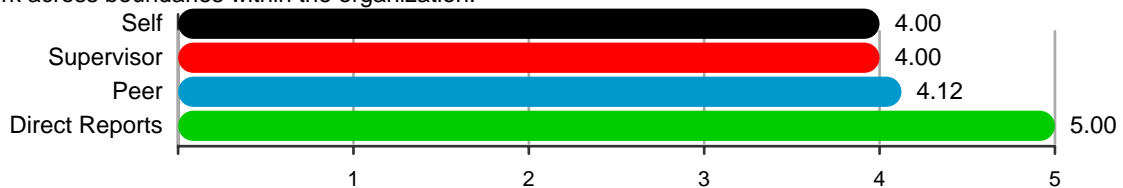
38. You work effectively with people from other departments.



39. You are able to see issues from others' perspectives.



40. You work across boundaries within the organization.



Level of Skill

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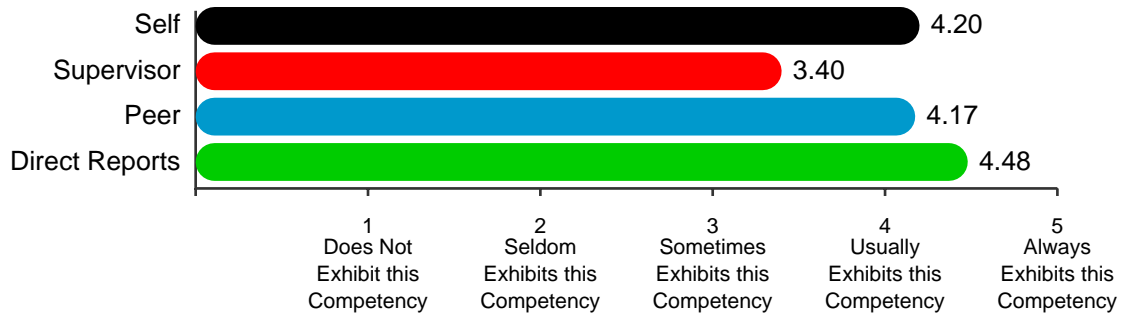
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You constructively receive criticism and suggestions from others.	15	4.33	100.0			67%		33%
37. You form working relationships with employees from other departments.	15	3.93	80.0	13%	7%	53%		27%
38. You work effectively with people from other departments.	15	4.27	86.7		13%	47%		40%
39. You are able to see issues from others' perspectives.	15	4.13	86.7		13%	60%		27%
40. You work across boundaries within the organization.	15	4.40	93.3		7%	47%		47%

Comments:

- In one word I can summarize ___ in leadership skill. WOW!
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- ___ is consistent in her messaging about how we best serve the customers.
- As mentioned above, good collaboration.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.

Organizational Fluency

Summary Scores



41. You get things done through the department.



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



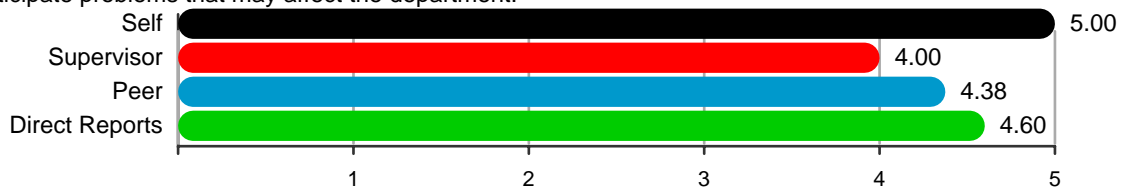
43. You are able to deal with sensitive issues with tact and professionalism.



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



45. You anticipate problems that may affect the department.



Level of Skill

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41. You get things done through the department.	15	4.33	93.3	7%		53%		40%
42. You are able to use corporate politics to advance department objectives.	15	4.20	80.0	20%		40%		40%
43. You are able to deal with sensitive issues with tact and professionalism.	15	4.13	86.7	13%		60%		27%
44. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.00	86.7	13%		73%		13%
45. You anticipate problems that may affect the department.	15	4.47	93.3	7%		40%		53%

Comments:

- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- ___ is an impressive performer.
- She is becoming more comfortable to deliver critical feedback.
- She stays in her office, and is largely oblivious to the daily activities of customer service.

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?

- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- She includes appropriate people in her decisions and follows through on decisions made.

What do you like best about working with this individual?

- I know I can always count on ___ to be reliable and respond in a timely manner to my request.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- Her quality of work is good.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- I do very much appreciate that ___ will support me in a decision when needed.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.

What do you like least about working with this individual?

- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- A great addition to the team.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- ___ would be my choice for permanent manager of the department.
- I appreciate her perspective and guidance on a variety of things.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.

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

- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- ___ has been eager to learn her new position and is transitioning well.
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- She has consistently been a strong advocate for me and my team.
- 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.
- ___ takes people where they want to go and pushes them to be their own success.

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

- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- Take charge without feeling like you need approval.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!

Any final comments?

- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- She holds everyone to such a high standard, you don't want to disappoint her.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- She's a good and reliable team member.
- ___ leads by example in each of the areas noted above.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.