

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.

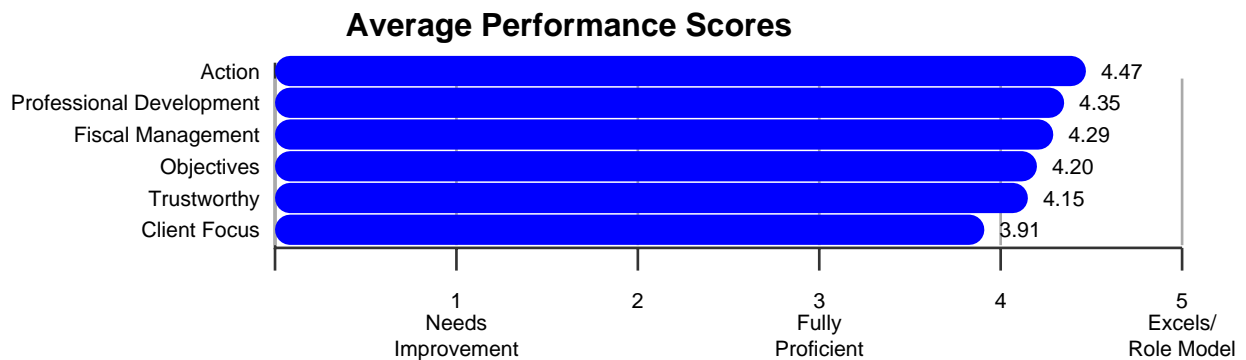
What to Do with Your Feedback

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

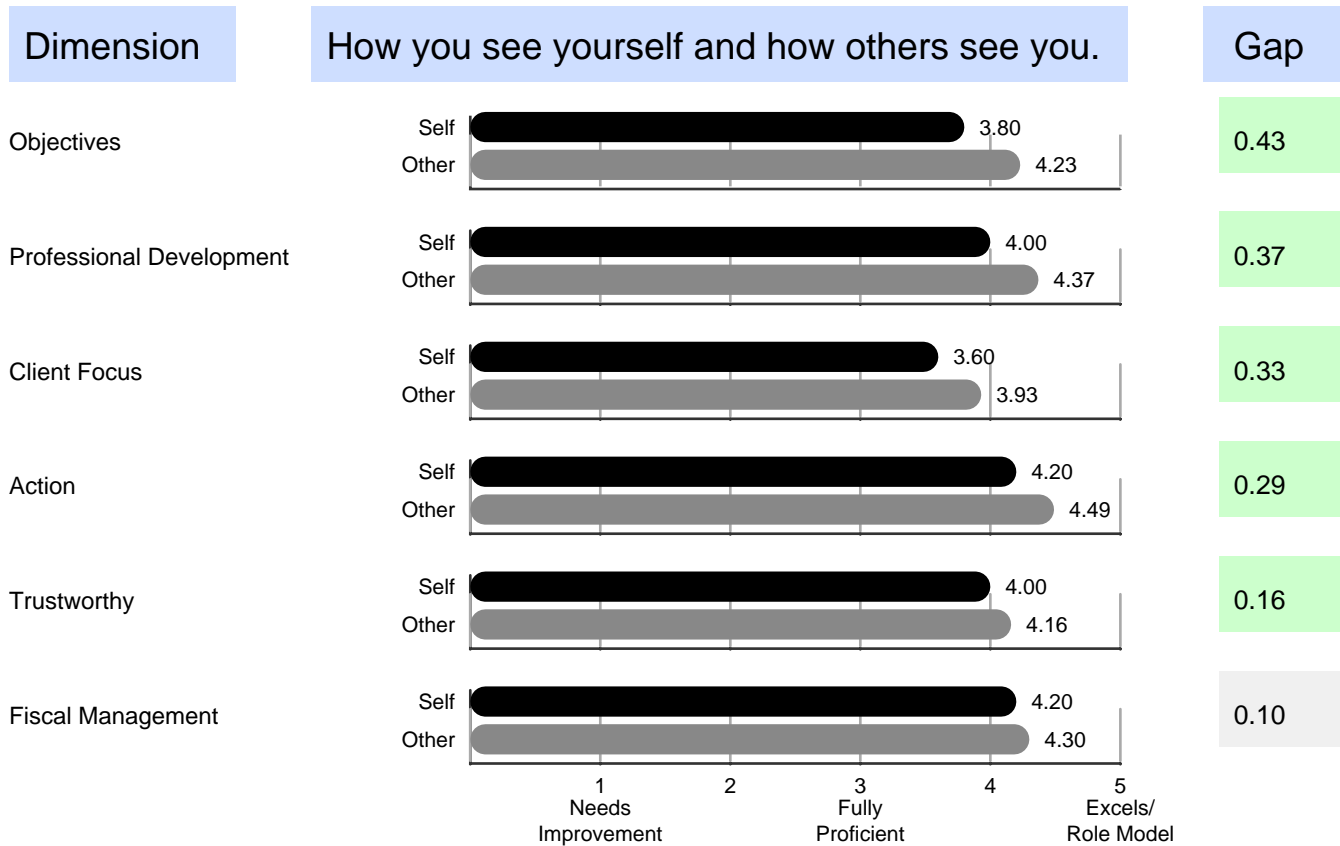
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



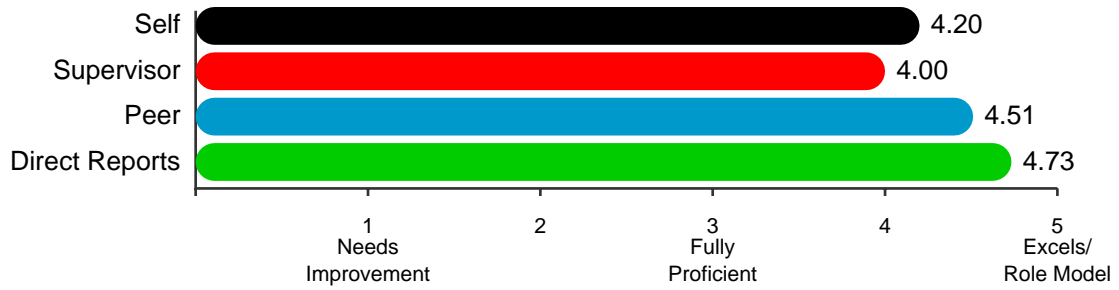
Gap Analysis

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.



Action

Summary Scores



1. Gets the job done.



2. Is not afraid to take corrective action when necessary.



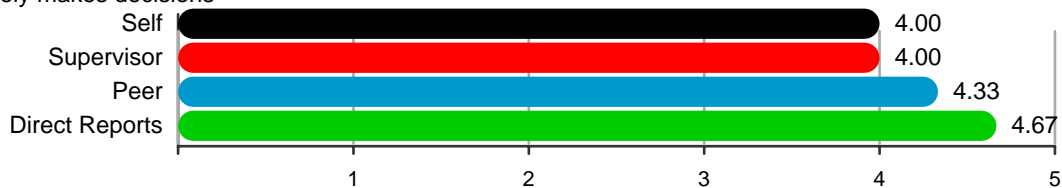
3. Does whatever it takes (within reason) to get the job done.



4. Works quickly when faced with difficult problems.



5. Effectively makes decisions



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).

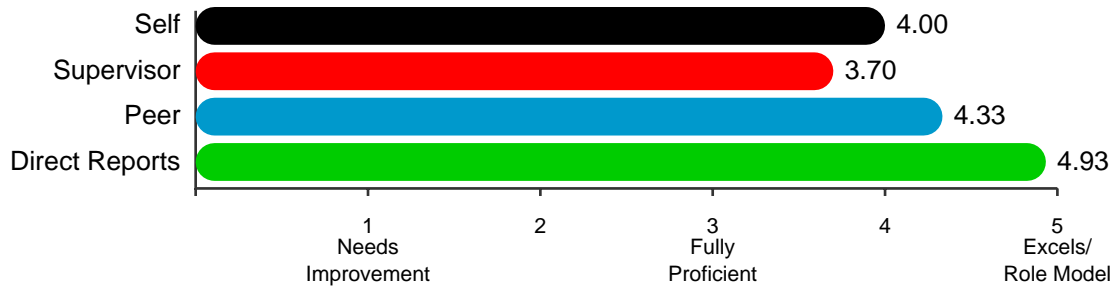
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Gets the job done.	15	4.20	93.3	7%	67%	27%
2. Is not afraid to take corrective action when necessary.	15	4.87	100.0	13%	87%	
3. Does whatever it takes (within reason) to get the job done.	15	4.33	93.3	7%	53%	40%
4. Works quickly when faced with difficult problems.	15	4.60	93.3	7%	27%	67%
5. Effectively makes decisions	15	4.33	93.3	7%	53%	40%

Comments:

- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.

Professional Development

Summary Scores



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



7. Encourages employees to take courses relevant to their job.



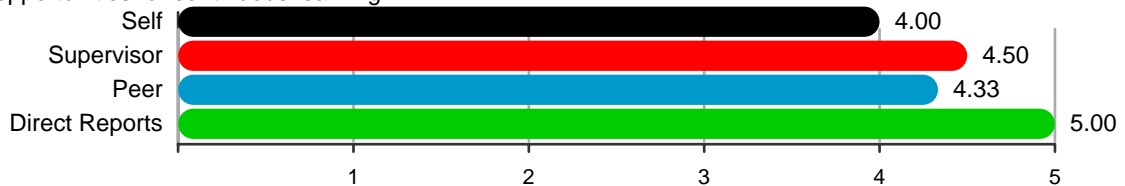
8. Allows employees to fully participate in employee training and professional development.



9. Seeks opportunities for professional development.



10. Seeks opportunities for continuous learning.



Level of Skill

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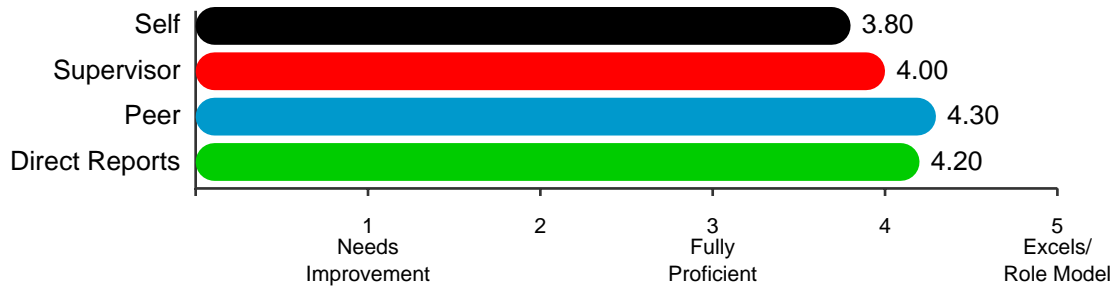
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
6. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.20	93.3	7%	60%	33%
7. Encourages employees to take courses relevant to their job.	15	4.20	86.7	13%	53%	33%
8. Allows employees to fully participate in employee training and professional development.	15	4.40	93.3	7%	47%	47%
9. Seeks opportunities for professional development.	15	4.47	93.3	7%	40%	53%
10. Seeks opportunities for continuous learning.	15	4.47	93.3	7%	40%	53%

Comments:

- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.

Objectives

Summary Scores



11. Organizes and schedules events, activities, and resources.



12. Establishes goals and objectives.



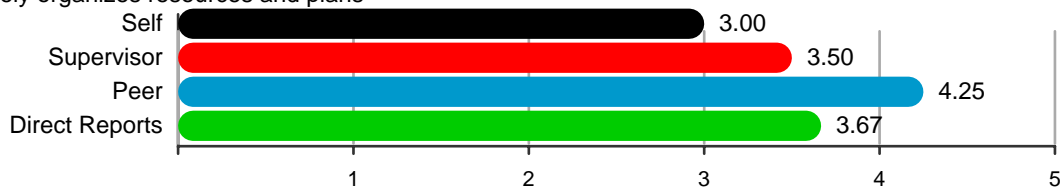
13. Works toward achieving established goals and objectives.



14. Consistently provides me with timely feedback for improving my performance.



15. Effectively organizes resources and plans



Level of Skill

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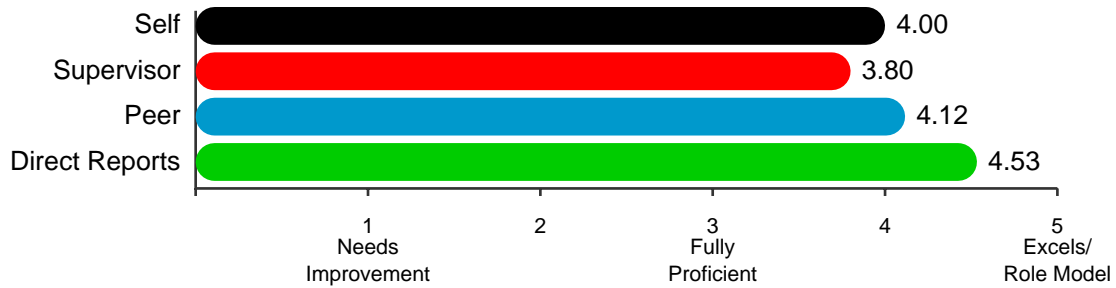
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Organizes and schedules events, activities, and resources.	15	4.53	100.0	47%	53%	
12. Establishes goals and objectives.	15	4.27	100.0	73%	27%	
13. Works toward achieving established goals and objectives.	15	4.33	100.0	67%	33%	
14. Consistently provides me with timely feedback for improving my performance.	15	3.93	73.3	27%	53%	20%
15. Effectively organizes resources and plans	14	3.93	71.4	7%	21%	43% 29%

Comments:

- _____ is very good at reading people which enables him to respond quickly and appropriately.
- _____ is an outstanding manager.
- _____ excels at keeping in touch with all aspects of her, and our jobs.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- _____ is very visible on the unit. Spending many hours with staff.
- I respect _____ and have turned to him for advice.

Trustworthy

Summary Scores



16. Delivers on promises made.



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



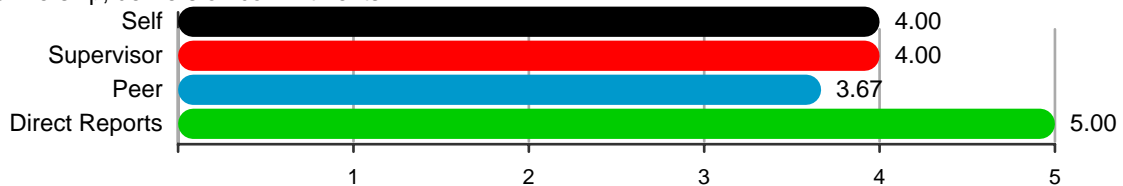
18. Builds and maintains the trust of others.



19. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



20. Takes ownership, delivers on commitments



Level of Skill

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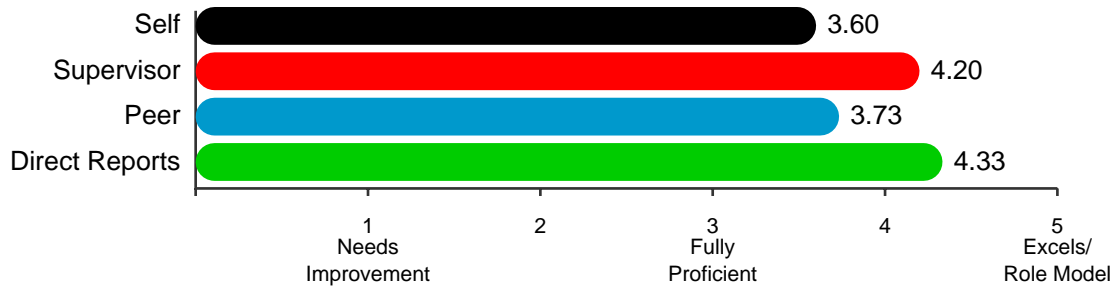
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
16. Delivers on promises made.	15	4.33	86.7	13%	40%	47%
17. Communicates an understanding of the other person's interests, needs and concerns.	15	4.20	86.7	13%	53%	33%
18. Builds and maintains the trust of others.	14	3.93	92.9	7%	86%	7%
19. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	14	4.29	92.9	7%	50%	43%
20. Takes ownership, delivers on commitments	15	4.00	66.7	7%	27%	40%

Comments:

- _____ is highly professional in his everyday work.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.

Client Focus

Summary Scores



21. Maintains strong relationships with clients.



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



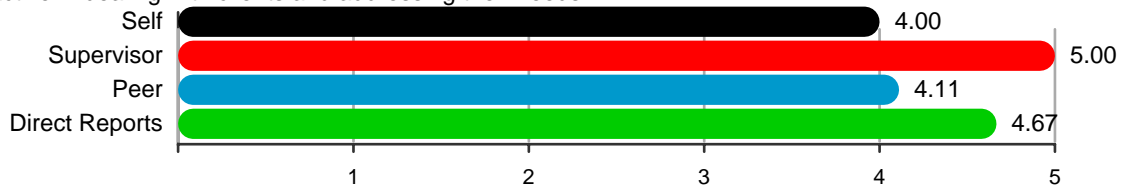
23. Satisfies client needs.



24. Ensures client commitments and requirements are met or exceeded



25. Is pro-active in dealing with clients and addressing their needs.



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).

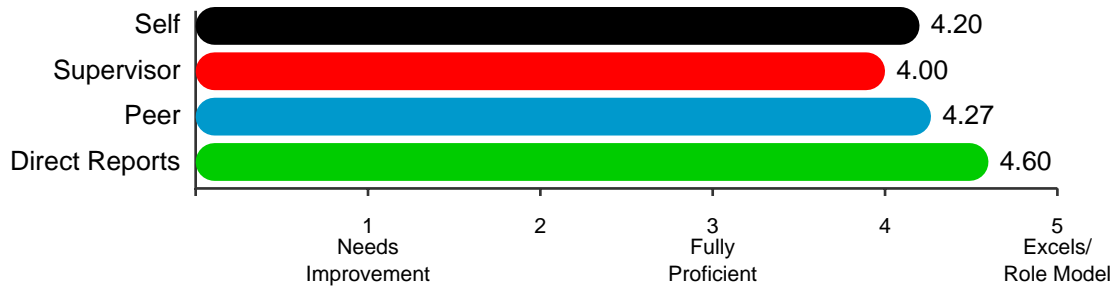
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Maintains strong relationships with clients.	15	3.93	66.7	13%	20%	27%		40%
22. Looks for opportunities that have a positive impact on Clients.	15	3.47	53.3	13%	33%	47%		7%
23. Satisfies client needs.	15	3.60	66.7	13%	20%	60%		7%
24. Ensures client commitments and requirements are met or exceeded	15	4.20	86.7	7%	7%	47%		40%
25. Is pro-active in dealing with clients and addressing their needs.	15	4.33	86.7	7%	7%	33%		53%

Comments:

- Don't be afraid to ask questions when stuck on a task.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- He is a real advocate for the customers. Excellent department and computer skills
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.

Fiscal Management

Summary Scores



26. Monitors expenses and verifies the need for items purchased.



27. Effective in using Company's resources.



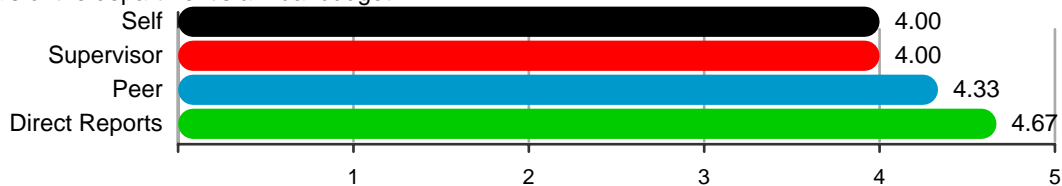
28. Develops budgets and plans for various programs and initiatives.



29. Provides budgeting and accounting support to the Company.



30. Develops of the department's annual budget.



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. Monitors expenses and verifies the need for items purchased.	15	3.87	73.3	13%	13%	47%	27%
27. Effective in using Company's resources.	15	4.07	80.0	7%	13%	47%	33%
28. Develops budgets and plans for various programs and initiatives.	15	4.53	100.0			47%	53%
29. Provides budgeting and accounting support to the Company.	15	4.67	100.0			33%	67%
30. Develops of the department's annual budget.	15	4.33	100.0			67%	33%

Comments:

- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- I feel as though _____ is still getting to know his management team and employees. He 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 he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- I know that _____ cares about me as a total individual not just as a professional.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- Knowledge, experience, and the will to help when help is needed.
- He always steps up and gets what needs to be done completed.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- His quality of work is good.
- Transparency and honesty is important early in the process.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- He consistently conducts himself with professionalism and represents our unit well.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.

What do you like best about working with this individual?

- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- A willingness and flexibility to pitch in help where needed is important.
- Good Team Player! Good decision making skills. A hard worker.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- More opportunities to share knowledge with the team.

What do you like least about working with this individual?

- _____ does not shy away from making the tough calls and is respected by many members of our team.
- He often involves his team in decision making and to determine how to achieve outcomes.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- Is viewed by many as a strong organizational resource.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.

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

- Always conducts himself in a professional manner.
- He gives you confidence knowing he always has your back.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- He is a joy to work for.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.

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

- _____ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- Willingness to help, patience in teaching.

- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.

Any final comments?

- A great addition to the team.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- _____ is a strong leader & mentor.