



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.

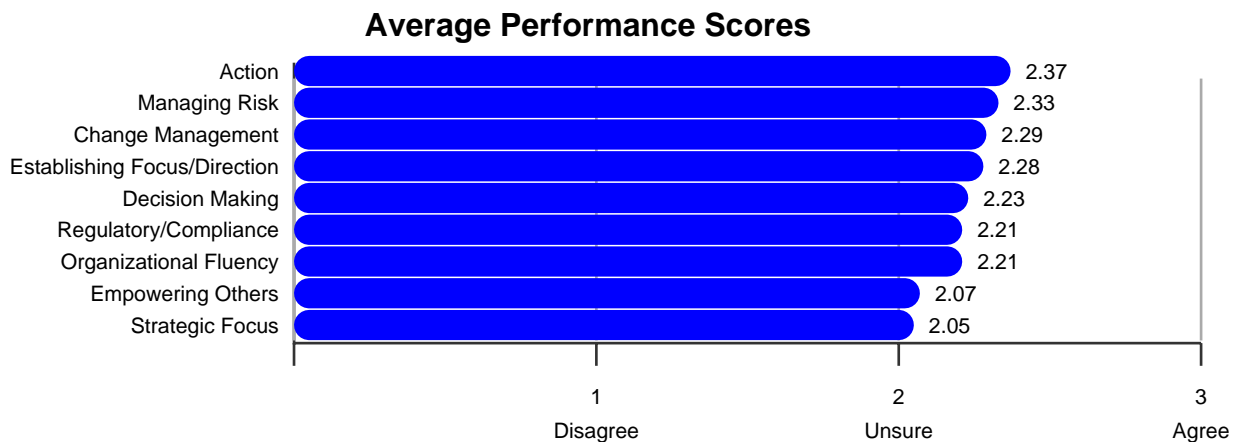
What to Do with Your Feedback

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

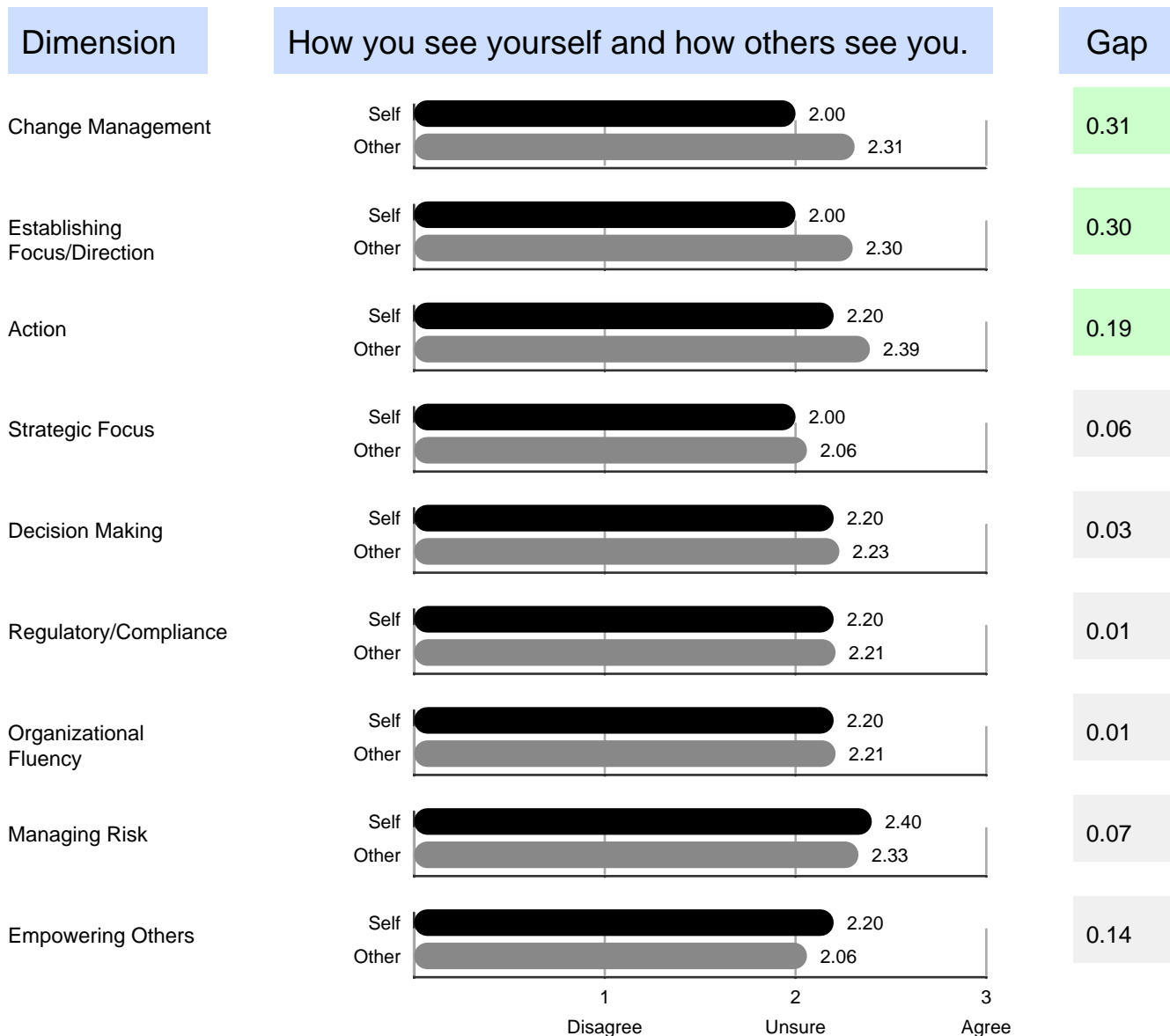
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



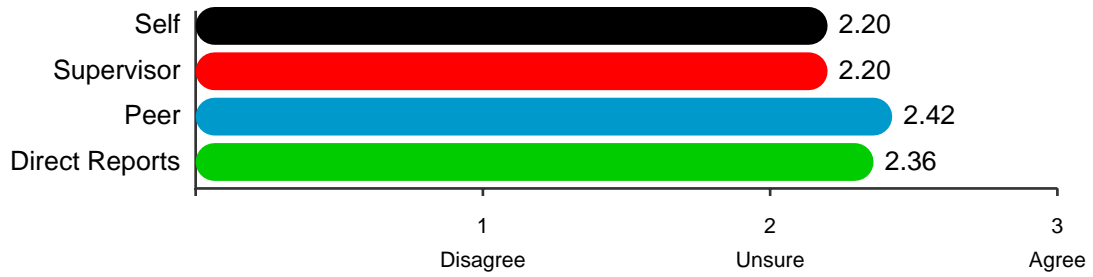
Gap Analysis

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

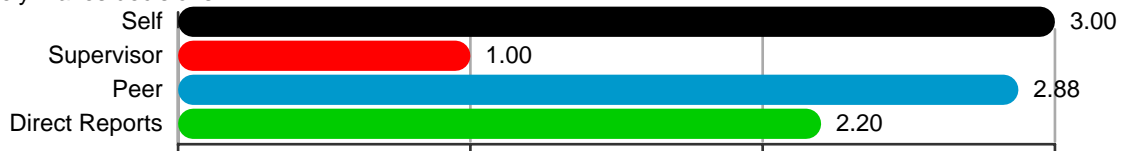
Summary Scores



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



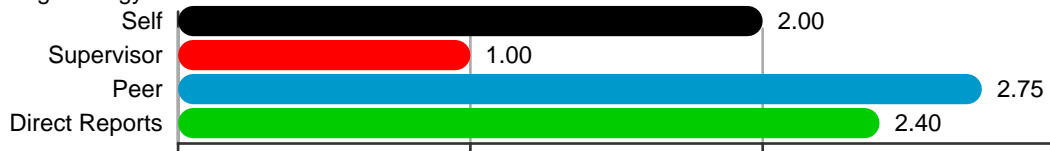
2. Effectively makes decisions



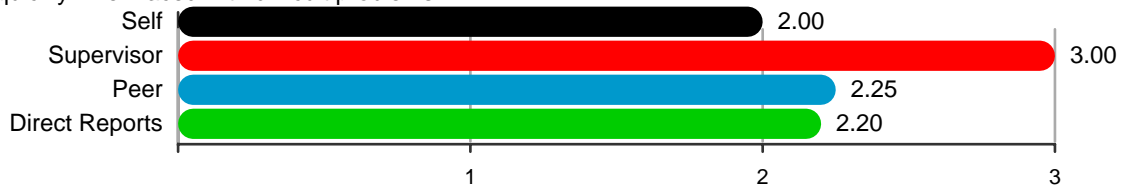
3. Does whatever it takes (within reason) to get the job done.



4. Displays high energy and enthusiasm on consistent basis.



5. Works quickly when faced with difficult 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 (Disagree) to green (Agree).

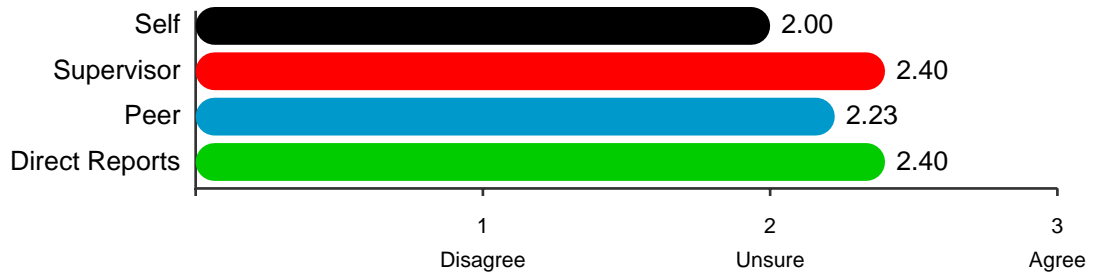
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Is not afraid to take corrective action when necessary.	15	2.27	33.3	7%	60%	33%
2. Effectively makes decisions	15	2.53	73.3	20%	7%	73%
3. Does whatever it takes (within reason) to get the job done.	15	2.33	40.0	7%	53%	40%
4. Displays high energy and enthusiasm on consistent basis.	15	2.47	53.3	7%	40%	53%
5. Works quickly when faced with difficult problems.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- She is a great teammate.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- I respect ___ and have turned to her for advice.
- She is a joy to work for.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

Establishing Focus/Direction

Summary Scores



6. Functions well under stress, deadlines, and/or significant workloads.



7. Makes sure that employees understand how their work relates to organizational goals.



8. Stays focused even when under pressure and stress.



9. Sets appropriate goals for employees.



10. Maintains self-control when personally criticized.



Level of Skill

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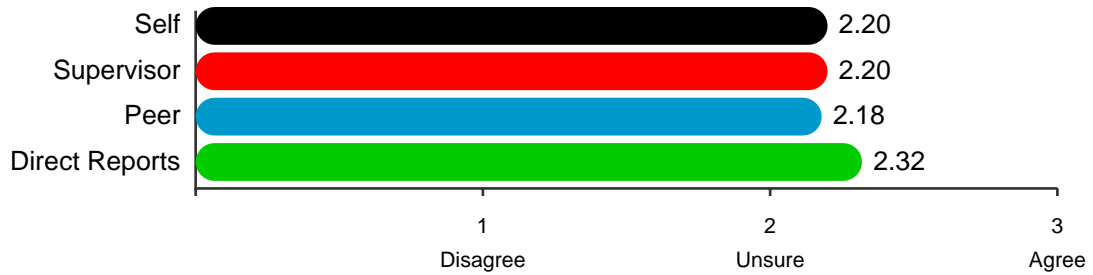
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Functions well under stress, deadlines, and/or significant workloads.	15	2.13	33.3	20%	47%	33%
7. Makes sure that employees understand how their work relates to organizational goals.	15	2.07	26.7	20%	53%	27%
8. Stays focused even when under pressure and stress.	15	2.33	40.0	7%	53%	40%
9. Sets appropriate goals for employees.	15	2.40	53.3	13%	33%	53%
10. Maintains self-control when personally criticized.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- She keeps focused on things that are important for her department to run smoothly.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- She leads by example, not reputation.

Decision Making

Summary Scores



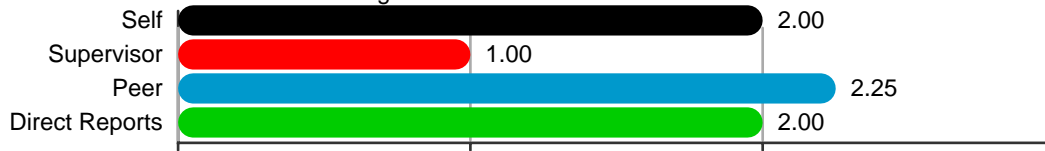
11. Seeks input from key people who should be involved in, or will be affected by, decisions



12. Does not lose sight of the big picture when making decisions



13. Asks for additional information when making critical decisions.



14. Exercises good judgment by making sound and informed decisions.



15. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



Level of Skill

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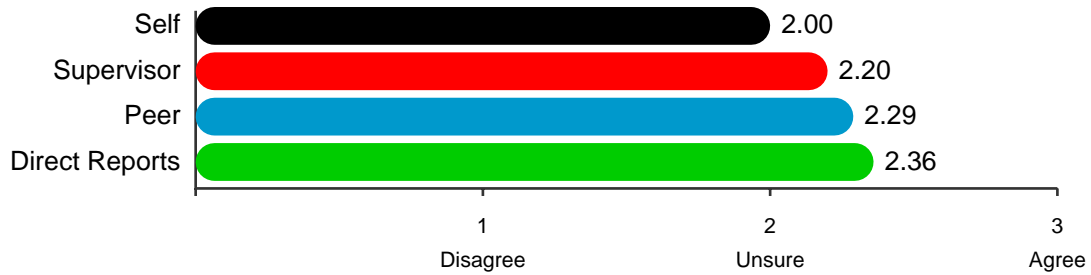
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Seeks input from key people who should be involved in, or will be affected by, decisions	15	2.33	40.0	7%	53%	40%
12. Does not lose sight of the big picture when making decisions	15	2.07	20.0	13%	67%	20%
13. Asks for additional information when making critical decisions.	15	2.07	26.7	20%	53%	27%
14. Exercises good judgment by making sound and informed decisions.	15	2.27	40.0	13%	47%	40%
15. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	14	2.43	50.0	7%	43%	50%

Comments:

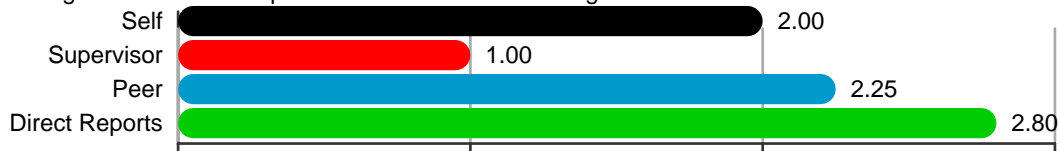
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- ___ can be counted on for her reliability.
- She is quick to remind others, when needed why we are really here.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

Change Management

Summary Scores



16. Addresses organizational and departmental resistance to changes.



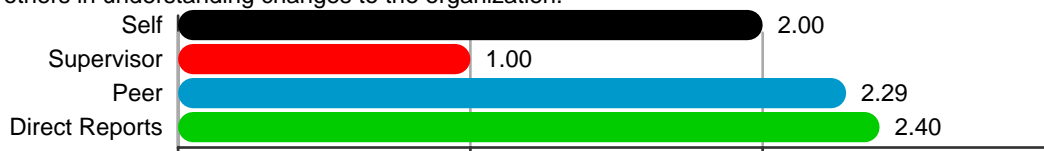
17. Effective in implementing new organizational vision and values.



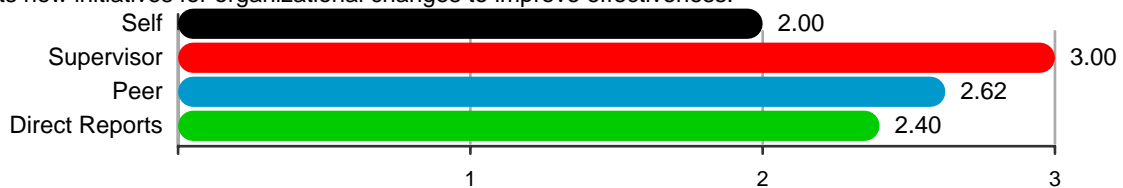
18. Supports the Company's efforts to implement changes.



19. Assists others in understanding changes to the organization.



20. Supports new initiatives for organizational changes to improve effectiveness.



Level of Skill

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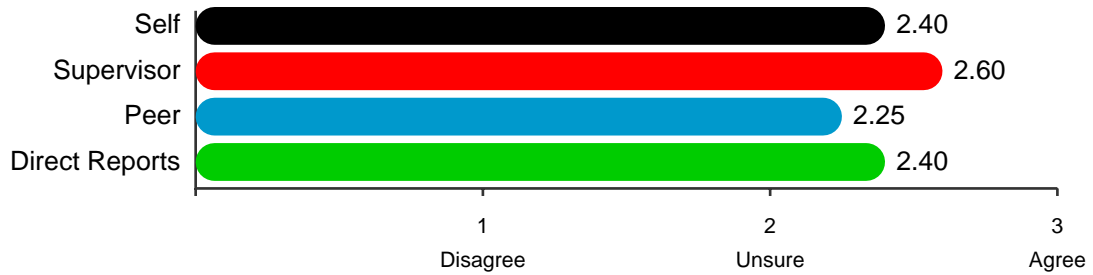
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Addresses organizational and departmental resistance to changes.	15	2.33	46.7	13%	40%	47%
17. Effective in implementing new organizational vision and values.	15	2.33	40.0	7%	53%	40%
18. Supports the Company's efforts to implement changes.	14	2.00	14.3	14%	71%	14%
19. Assists others in understanding changes to the organization.	14	2.21	42.9	21%	36%	43%
20. Supports new initiatives for organizational changes to improve effectiveness.	15	2.53	60.0	7%	33%	60%

Comments:

- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- ___ collaborates well with other departments and managers.
- I can't think of a single thing ___ could improve upon.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.

Managing Risk

Summary Scores



21. Is knowledgeable of standard risk management principles.



22. Bases decisions on patterns found in fluid/changing information.



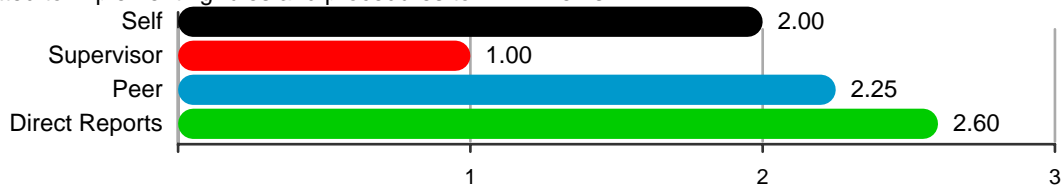
23. Evaluates risks against acceptable risk levels.



24. Responds appropriately to unexplained or unanticipated events.



25. Committed to implementing rules and procedures to minimize risk.



Level of Skill

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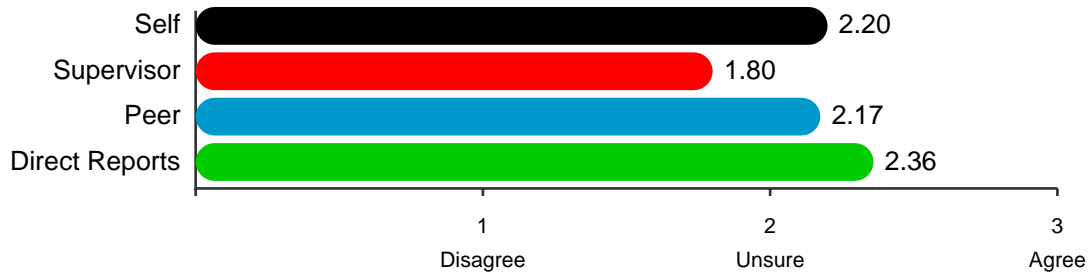
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Is knowledgeable of standard risk management principles.	15	2.60	66.7	7%	27%	67%
22. Bases decisions on patterns found in fluid/changing information.	15	2.33	40.0	7%	53%	40%
23. Evaluates risks against acceptable risk levels.	15	2.07	20.0	13%	67%	20%
24. Responds appropriately to unexplained or unanticipated events.	15	2.40	53.3	13%	33%	53%
25. Committed to implementing rules and procedures to minimize risk.	15	2.27	53.3	27%	20%	53%

Comments:

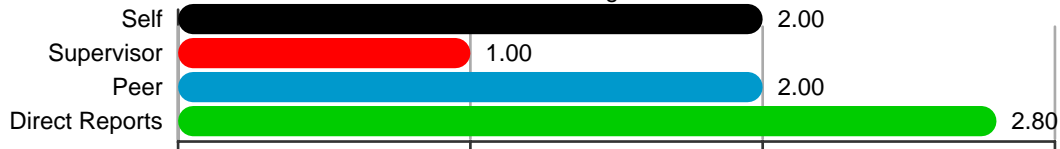
- ___ is able to multitask in a variety of ways.
- She encourages individual and professional improvement and provides educational opportunities.
- She desires to do great work.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Always conducts herself in a professional manner.
- She is very professional and caring in her job

Regulatory/Compliance

Summary Scores



26. Is professional and courteous in interactions with auditors and regulators.



27. Creates and maintains necessary regulatory documentation.



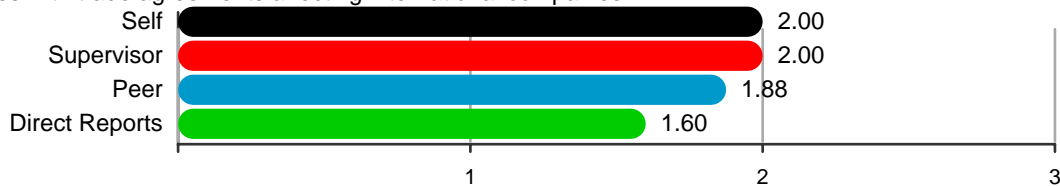
28. Addresses issues quickly before they develop into major problems.



29. Ensures the company meets legal requirements/standards regarding employees.



30. Complies with trade agreements affecting international companies.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

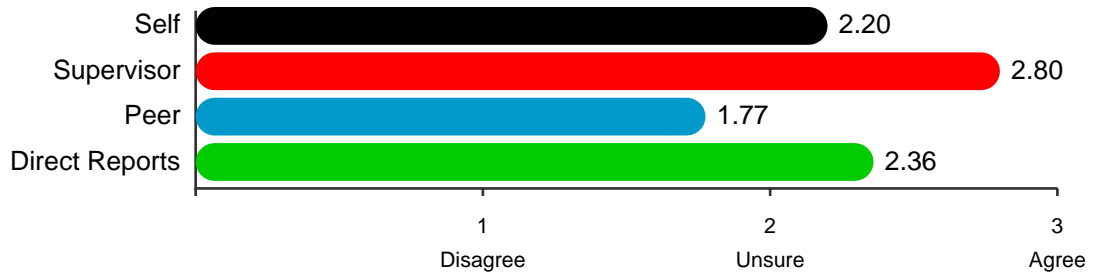
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Is professional and courteous in interactions with auditors and regulators.	15	2.20	33.3	13%	53%	33%
27. Creates and maintains necessary regulatory documentation.	15	2.00	26.7	27%	47%	27%
28. Addresses issues quickly before they develop into major problems.	15	2.47	53.3	7%	40%	53%
29. Ensures the company meets legal requirements/standards regarding employees.	15	2.60	60.0		40%	60%
30. Complies with trade agreements affecting international companies.	15	1.80	13.3	33%	53%	13%

Comments:

- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- Unfortunately there has been inconsistency in actions and results.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- I know I can always count on ___ to consistently encourage collaboration and system perspective.

Empowering Others

Summary Scores



31. Set clear goals for assignments.



32. Lets employees make their own decisions.



33. Lets employees complete tasks according to their methods.



34. Expresses confidence in the abilities of others.



35. Gives employees input into the decision making process.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

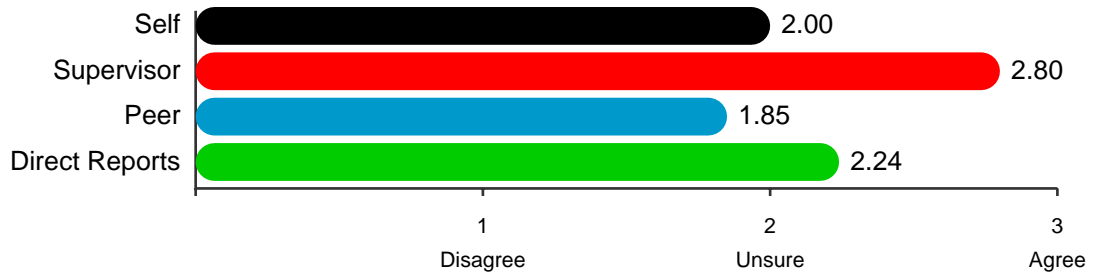
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Set clear goals for assignments.	15	2.13	33.3	20%	47%	33%
32. Lets employees make their own decisions.	15	2.13	33.3	20%	47%	33%
33. Lets employees complete tasks according to their methods.	15	2.07	33.3	27%	40%	33%
34. Expresses confidence in the abilities of others.	15	2.13	26.7	13%	60%	27%
35. Gives employees input into the decision making process.	15	1.87	20.0	33%	47%	20%

Comments:

- She has been a great addition to the department in this area.
- ___ is a strong leader & mentor.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- She is a strong leader complemented with sound judgement
- ___ has also come down to help our department when we have been very busy and needed help.

Strategic Focus

Summary Scores



36. Understands & contributes to development of strategic goals.



37. Understands their role within the organization.



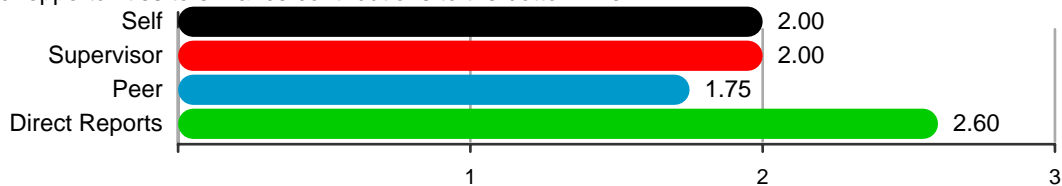
38. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



39. Communicates goals and objectives to employees.



40. Looks for opportunities to enhance contributions to the bottom line.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

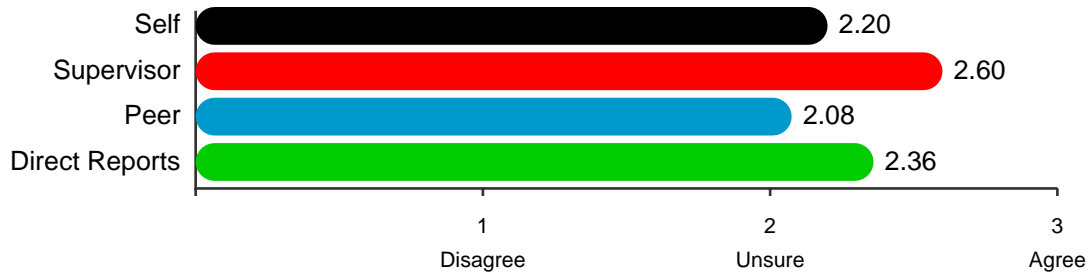
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Understands & contributes to development of strategic goals.	15	1.87	20.0	33%	47%	20%
37. Understands their role within the organization.	15	1.93	13.3	20%	67%	13%
38. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.07	33.3	27%	40%	33%
39. Communicates goals and objectives to employees.	15	2.33	33.3		67%	33%
40. Looks for opportunities to enhance contributions to the bottom line.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is able to multitask in a variety of ways.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- As a new manager she is progressing very well.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- She has the ability to look at the system as a whole and make solid long range decisions.
- Her communication is precise and at times short when some would prefer a greater detailed account.

Organizational Fluency

Summary Scores



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



42. Gets things done through the department.



43. Able to explain departmental policies and procedures to others.



44. Understands departmental policies and procedures.



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



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.00	26.7	27%	47%	27%
42. Gets things done through the department.	15	2.13	33.3	20%	47%	33%
43. Able to explain departmental policies and procedures to others.	15	2.20	40.0	20%	40%	40%
44. Understands departmental policies and procedures.	15	2.20	26.7	7%	67%	27%
45. Able to deal with sensitive issues with tact and professionalism.	15	2.53	60.0	7%	33%	60%

Comments:

- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- You could check for clarity in expectations more frequently.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.

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?

- She is organized, kind, and extremely approachable.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- ___ exemplifies all of these qualities.
- Confidence is the only thing I think she needs to improve on.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.

What do you like best about working with this individual?

- She knows her subject matter!
- She truly is the best Manager I have ever had.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- ___ has also come down to help our department when we have been very busy and needed help.
- She presents a clear picture of where the department is now and where we need to be headed.

What do you like least about working with this individual?

- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- She can fall behind on projects without providing timely feedback.

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

- ___ excels at customer service and keeping our team focused on the customer.
- ___ encourages our staff to strive to be the best that we can be.
- Strive for excellence. Willing to learn. Implement advice from others.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- Uses visual aids to communicate progress to your team.

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

- Demonstrates a focus on the business goals through task prioritization.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- Provides coaching for developing team leaders to help them meet their goals.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!

Any final comments?

- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ is a valuable resource to the organization and the team.
- I think that ___ is making good strides in setting expectations through clear communication.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.