



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.

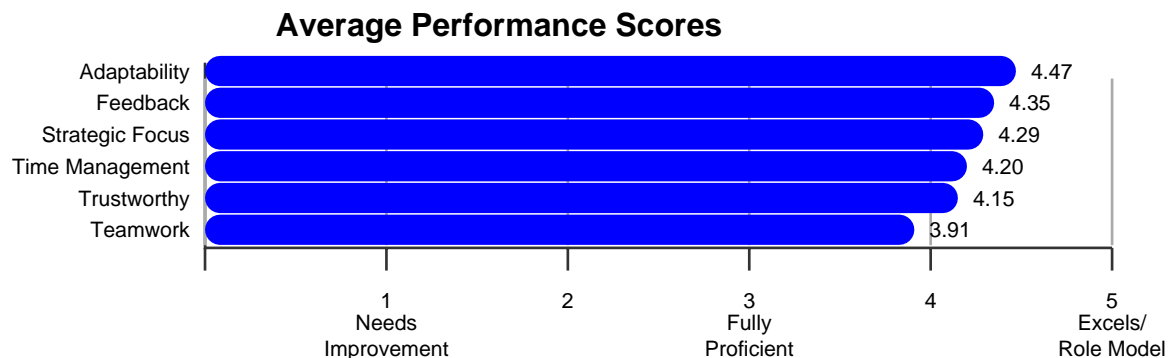
What to Do with Your Feedback

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

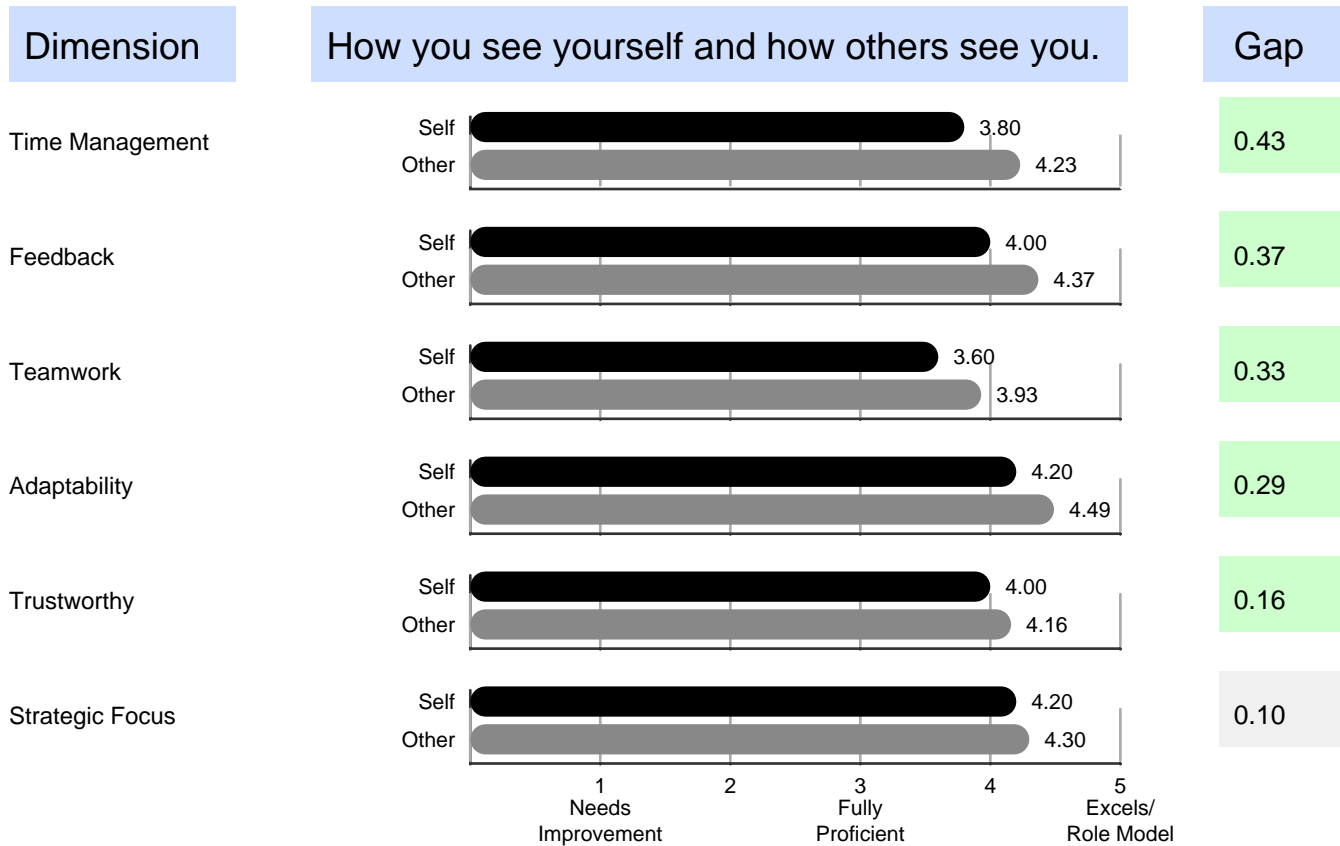
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



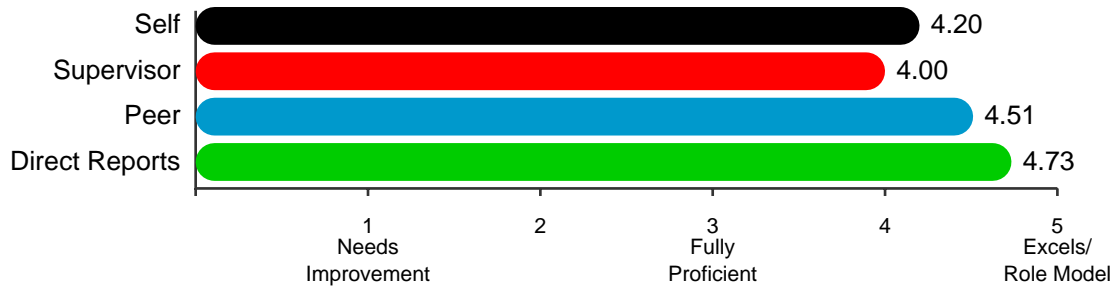
Gap Analysis

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.



Adaptability

Summary Scores



1. Able to quickly learn new ways of performing their job.



2. Flexible and open to new ideas and encourages others to value change.



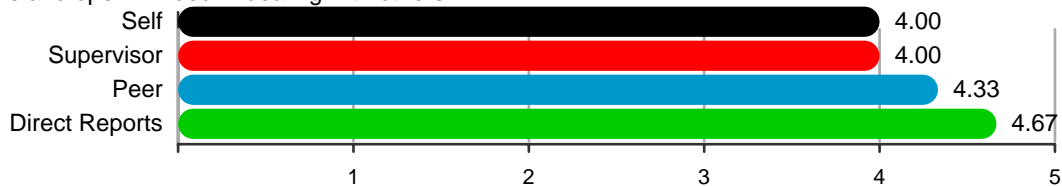
3. Able to work effectively with new people and new teams.



4. Is proactive and takes steps to prepare for changes in the workplace.



5. Is flexible and open minded in dealing with 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 Improvement) to green (Excels/ Role Model).

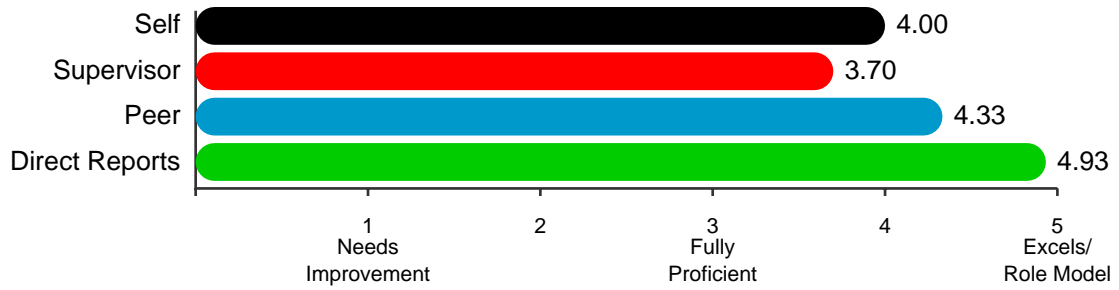
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|--|----|------|-------|-------------------|------------------|--------------------|
| 1. Able to quickly learn new ways of performing their job. | 15 | 4.20 | 93.3 | 7% | 67% | 27% |
| 2. Flexible and open to new ideas and encourages others to value change. | 15 | 4.87 | 100.0 | 13% | 87% | |
| 3. Able to work effectively with new people and new teams. | 15 | 4.33 | 93.3 | 7% | 53% | 40% |
| 4. Is proactive and takes steps to prepare for changes in the workplace. | 15 | 4.60 | 93.3 | 7% | 27% | 67% |
| 5. Is flexible and open minded in dealing with others. | 15 | 4.33 | 93.3 | 7% | 53% | 40% |

Comments:

- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- _____ has a calm and professional style.
- I believe I need to give him a chance to get into his position.

Feedback

Summary Scores



6. Actively seeks feedback from others.



7. Asks others for their ideas and opinions.



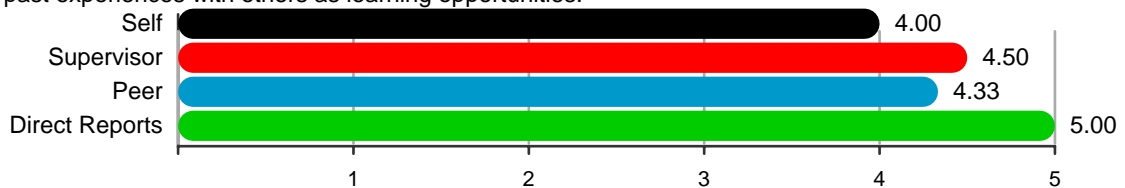
8. Seeks feedback to enhance performance.



9. Is easy to approach with ideas and opinions.



10. Shares past experiences with others as learning opportunities.



Level of Skill

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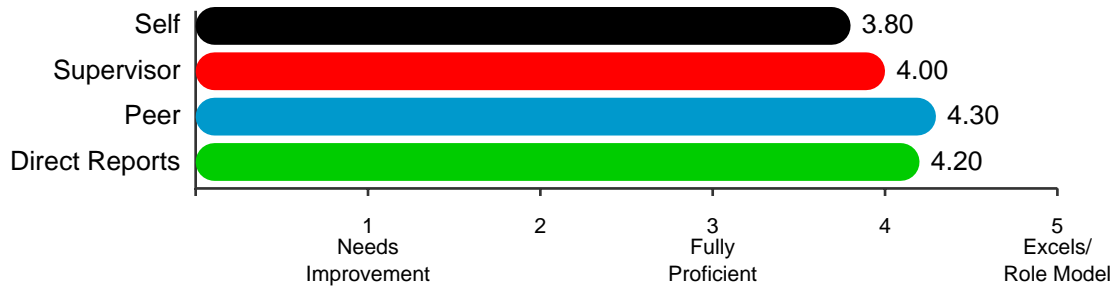
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|--|----|------|------|-------------------|------------------|--------------------|
| 6. Actively seeks feedback from others. | 15 | 4.20 | 93.3 | 7% | 60% | 33% |
| 7. Asks others for their ideas and opinions. | 15 | 4.20 | 86.7 | 13% | 53% | 33% |
| 8. Seeks feedback to enhance performance. | 15 | 4.40 | 93.3 | 7% | 47% | 47% |
| 9. Is easy to approach with ideas and opinions. | 15 | 4.47 | 93.3 | 7% | 40% | 53% |
| 10. Shares past experiences with others as learning opportunities. | 15 | 4.47 | 93.3 | 7% | 40% | 53% |

Comments:

- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- _____'s job performance exceeds all the elements.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.

Time Management

Summary Scores



11. Keeps and maintains a To-Do list.



12. Leaves time in the schedule for unplanned contingencies.



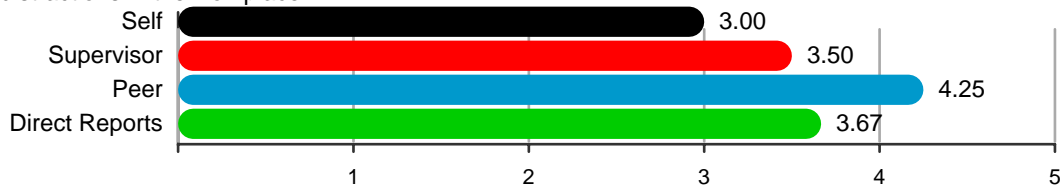
13. Sets clearly defined goals.



14. Focuses on tasks that have high priority.



15. Avoids distractions in the workplace.



Level of Skill

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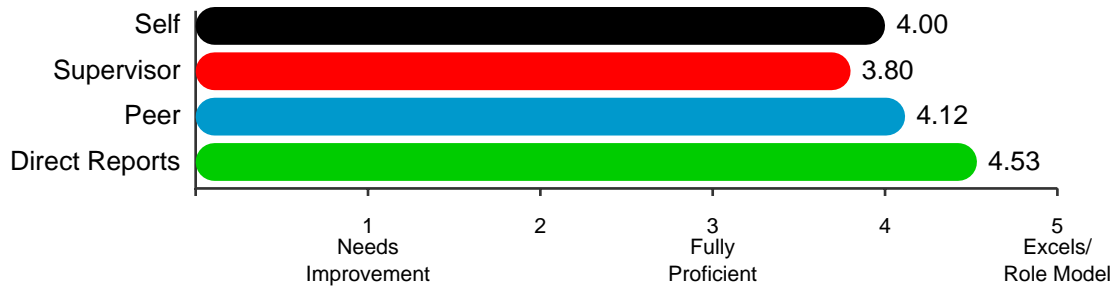
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|--|----|------|-------|-------------------|------------------|--------------------|
| 11. Keeps and maintains a To-Do list. | 15 | 4.53 | 100.0 | 47% | 53% | |
| 12. Leaves time in the schedule for unplanned contingencies. | 15 | 4.27 | 100.0 | 73% | 27% | |
| 13. Sets clearly defined goals. | 15 | 4.33 | 100.0 | 67% | 33% | |
| 14. Focuses on tasks that have high priority. | 15 | 3.93 | 73.3 | 27% | 53% | 20% |
| 15. Avoids distractions in the workplace. | 14 | 3.93 | 71.4 | 7% | 21% | 43% 29% |

Comments:

- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- He has worked hard to understand people's strengths and what they need from him.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- Employees were not encouraged to do anything besides come to work.

Trustworthy

Summary Scores



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



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



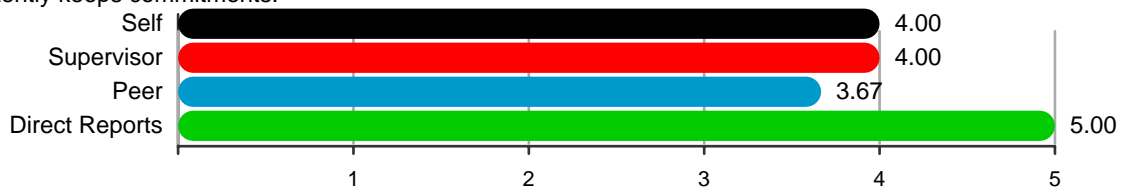
18. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



19. Demonstrates congruence between statements and actions.



20. Consistently keeps commitments.



Level of Skill

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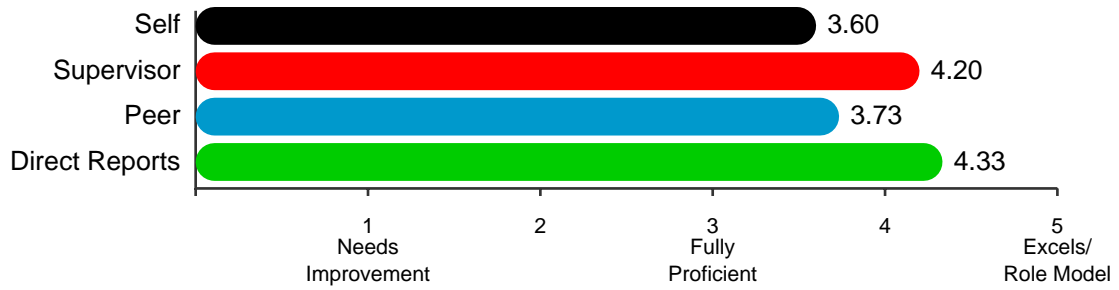
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | | Excels/ Role Model |
|--|----|------|------|-------------------|-----|------------------|--|--------------------|
| 16. Communicates an understanding of the other person's interests, needs and concerns. | 15 | 4.33 | 86.7 | 13% | | 40% | | 47% |
| 17. Demonstrates a sense of responsibility and commitment to public trust. | 15 | 4.20 | 86.7 | 13% | | 53% | | 33% |
| 18. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies. | 14 | 3.93 | 92.9 | 7% | | 86% | | 7% |
| 19. Demonstrates congruence between statements and actions. | 14 | 4.29 | 92.9 | 7% | | 50% | | 43% |
| 20. Consistently keeps commitments. | 15 | 4.00 | 66.7 | 7% | 27% | 27% | | 40% |

Comments:

- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- He encourages teammates more as a peer than a coach.
- 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].
- Ready to tackle any given problem and help others finish 1st
- I garner ideas from his regularly and look to him as a mentor.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.

Teamwork

Summary Scores



21. Comes across as a reliable, committed team member



22. Effective team player



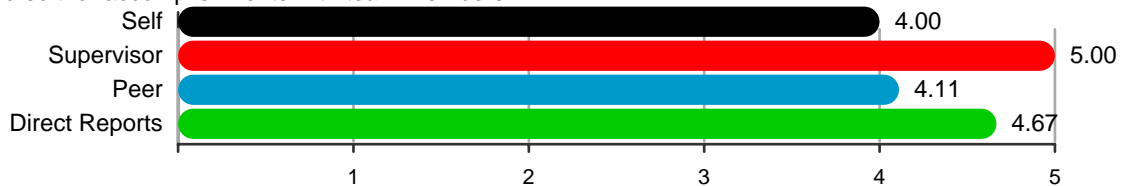
23. Facilitates team discussions and problem-solving



24. Creates a climate that encourages team participation.



25. Shares credit for accomplishments with team members



Level of Skill

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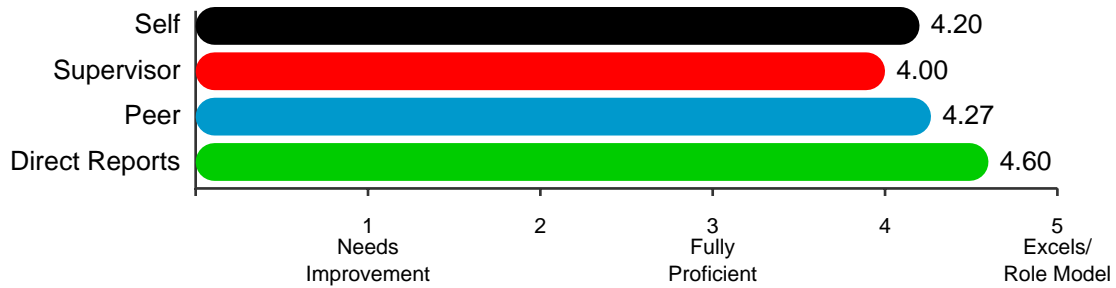
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | | Excels/ Role Model |
|---|----|------|------|-------------------|-----|------------------|--|--------------------|
| 21. Comes across as a reliable, committed team member | 15 | 3.93 | 66.7 | 13% | 20% | 27% | | 40% |
| 22. Effective team player | 15 | 3.47 | 53.3 | 13% | 33% | 47% | | 7% |
| 23. Facilitates team discussions and problem-solving | 15 | 3.60 | 66.7 | 13% | 20% | 60% | | 7% |
| 24. Creates a climate that encourages team participation. | 15 | 4.20 | 86.7 | 7% | 7% | 47% | | 40% |
| 25. Shares credit for accomplishments with team members | 15 | 4.33 | 86.7 | 7% | 7% | 33% | | 53% |

Comments:

- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- Works hard to build a team environment.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.

Strategic Focus

Summary Scores



26. Understands their role within the organization.



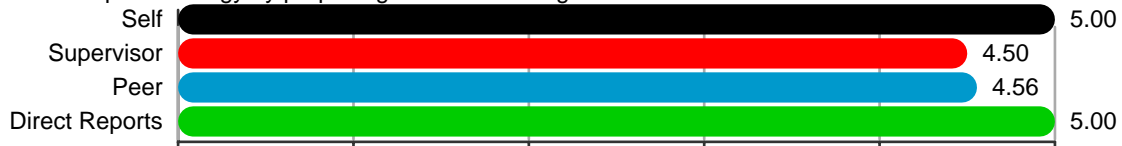
27. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



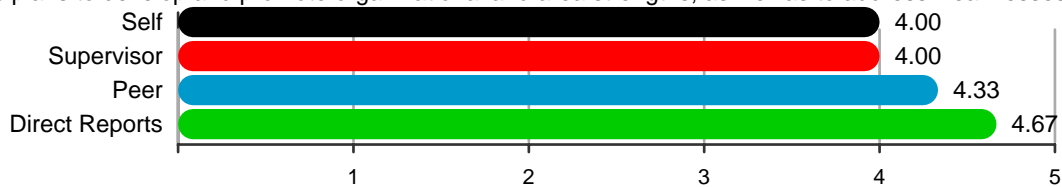
28. Communicates goals and objectives to employees.



29. Able to decline a poor strategy by proposing alternate strategies.



30. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



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. Understands their role within the organization. | 15 | 3.87 | 73.3 | 13% | 13% | 47% | 27% |
| 27. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met. | 15 | 4.07 | 80.0 | 7% | 13% | 47% | 33% |
| 28. Communicates goals and objectives to employees. | 15 | 4.53 | 100.0 | | 47% | 53% | |
| 29. Able to decline a poor strategy by proposing alternate strategies. | 15 | 4.67 | 100.0 | | 33% | 67% | |
| 30. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses. | 15 | 4.33 | 100.0 | | 67% | 33% | |

Comments:

- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- _____ exemplifies outstanding professionalism.
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- One of the best supervisors that I have had.
- Please know that stress can occasionally slow down progress.

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 good intentions, but follow through needs more work.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- _____ is collaborative in everything he does and inspires a collaborative approach in others.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- Sometimes his decisions aren't thought through from a financial perspective.

What do you like best about working with this individual?

- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.

What do you like least about working with this individual?

- he is open and willing to share his vision for the team.
- 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.
- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- He truly is the best Manager I have ever had.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.

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

- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.

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

- Uses visual aids to communicate progress to your team.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- He has the ability to look at the system as a whole and make solid long range decisions.
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- Willingness to pitch in, desire to grow, and a great attitude.
- He is someone that has proven he can be trusted to do what is right.

Any final comments?

- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- You could check for clarity in expectations more frequently.
- While encouraging folks to continue with their education, he is also continuing with his education.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- _____ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.