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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.

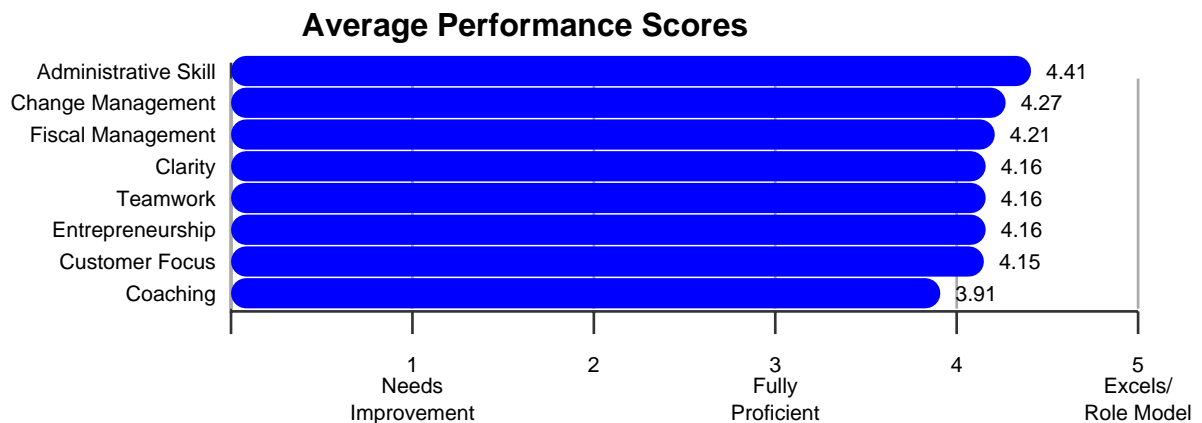
## What to Do with Your Feedback

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

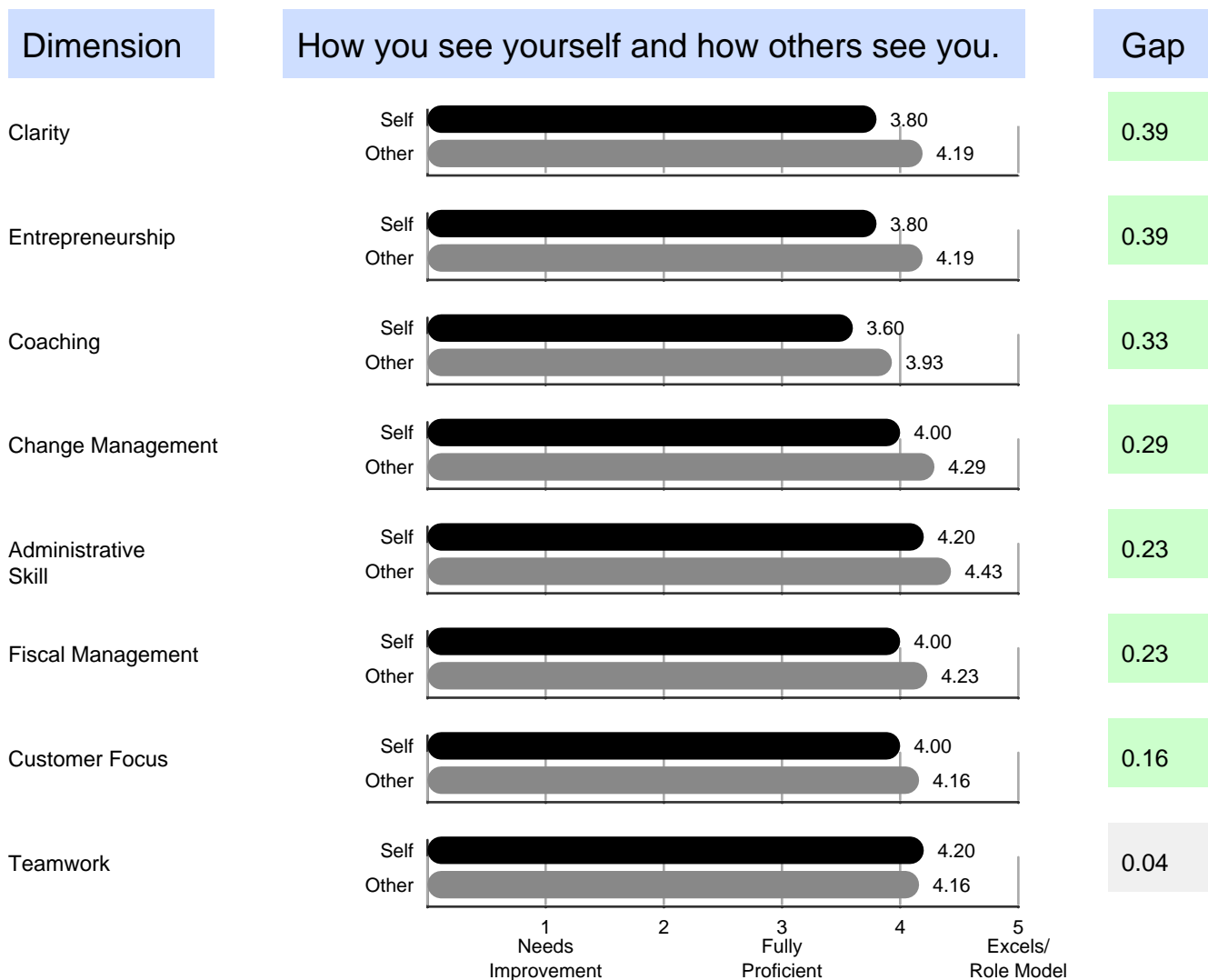
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



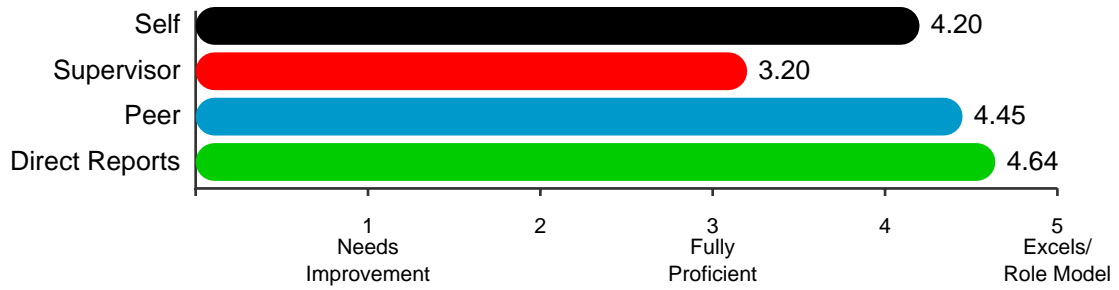
## Gap Analysis

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.



# Administrative Skill

## Summary Scores



### 1. Implements and uses performance measures.



### 2. Takes responsibility for decisions.



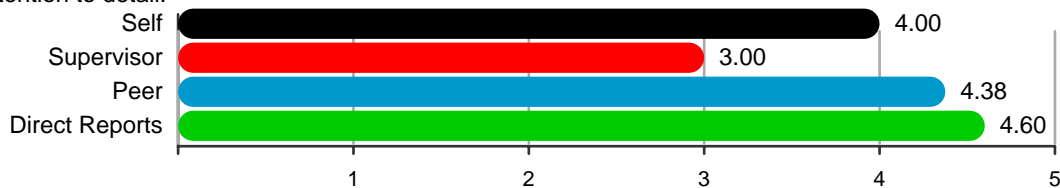
### 3. Has strong technical/computer skills.



### 4. Completes reports on-time.



### 5. High attention to detail.



## 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).

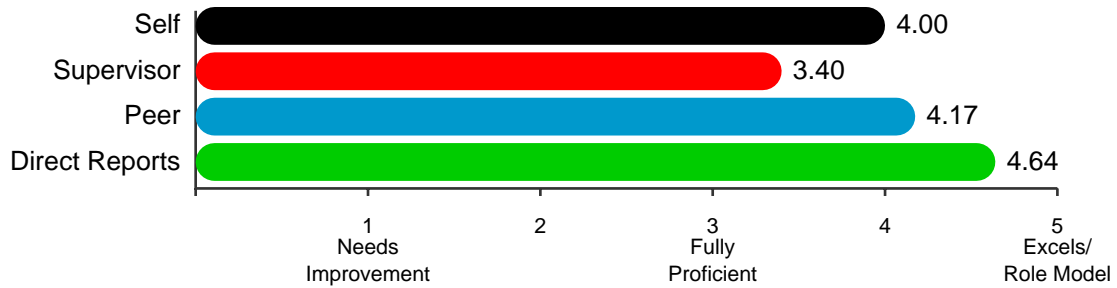
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Implements and uses performance measures.	15	4.20	93.3	7%	67%	27%
2. Takes responsibility for decisions.	15	4.87	100.0	13%	87%	
3. Has strong technical/computer skills.	15	4.27	93.3	7%	60%	33%
4. Completes reports on-time.	15	4.40	86.7	13%	33%	53%
5. High attention to detail.	15	4.33	93.3	7%	53%	40%

### Comments:

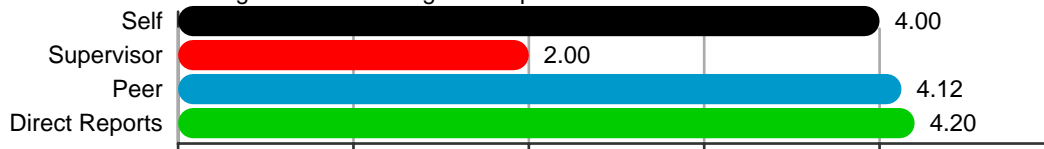
- \_\_\_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- \_\_\_\_\_ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- \_\_\_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- He is very effective.

# Change Management

## Summary Scores



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



7. Effective in implementing new organizational vision and values.



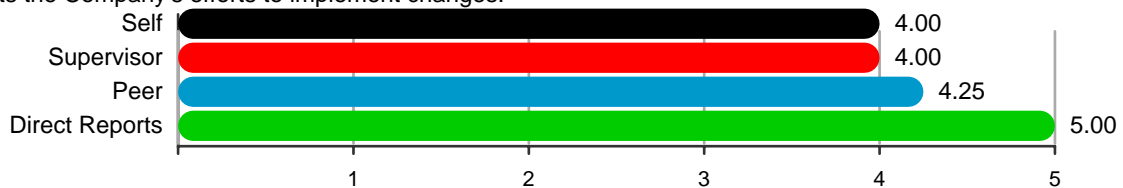
8. Assists others in understanding changes to the organization.



9. Adopts changes to set and example for others to follow.



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



## Level of Skill

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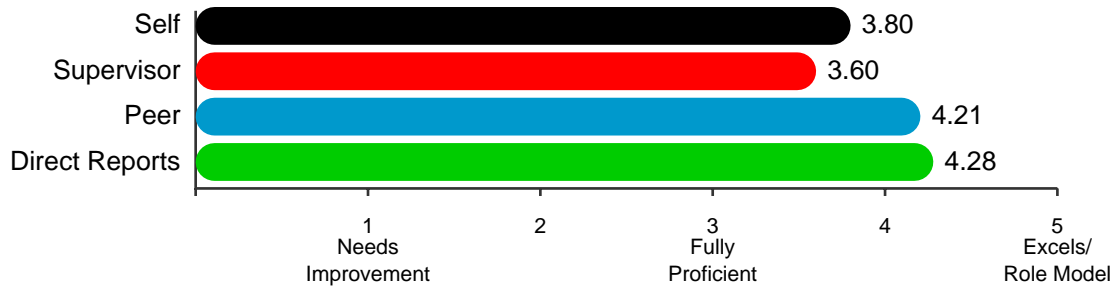
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Supports new initiatives for organizational changes to improve effectiveness.	15	4.00	80.0	7%	13%	53%	27%
7. Effective in implementing new organizational vision and values.	15	4.07	80.0		20%	53%	27%
8. Assists others in understanding changes to the organization.	15	4.33	93.3	7%		47%	47%
9. Adopts changes to set and example for others to follow.	15	4.47	93.3	7%		40%	53%
10. Supports the Company's efforts to implement changes.	15	4.47	93.3	7%		40%	53%

### Comments:

- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- \_\_\_\_\_ is very good at recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that \_\_\_\_\_ respects their abilities and contributions to the department.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- I truly appreciate \_\_\_\_\_'s knowledge, his professionalism, and his reliability.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.

# Clarity

## Summary Scores



11. Adjusts communication methods to the needs of the audience.



12. Clearly explains responsibilities to individuals.



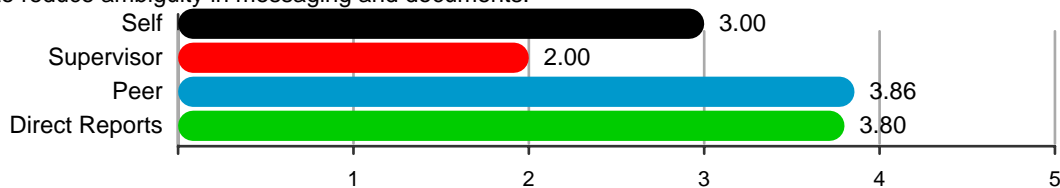
13. Writes clear job descriptions for positions in the organization.



14. Attends to the important details of a job or task.



15. Seeks to reduce ambiguity in messaging and documents.





## Level of Skill

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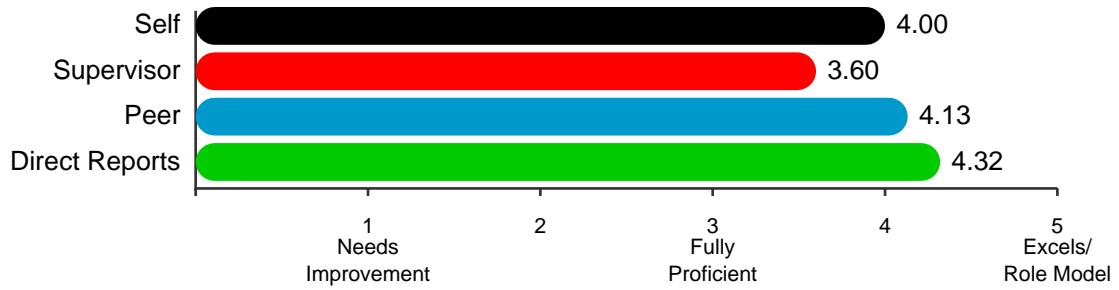
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Adjusts communication methods to the needs of the audience.	15	4.60	100.0	40%	60%	
12. Clearly explains responsibilities to individuals.	15	4.27	100.0	73%	27%	
13. Writes clear job descriptions for positions in the organization.	15	4.33	100.0	67%	33%	
14. Attends to the important details of a job or task.	15	3.93	73.3	27%	53%	20%
15. Seeks to reduce ambiguity in messaging and documents.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- Very much appreciate \_\_\_\_\_'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- It has been a wonderful having \_\_\_\_\_ as our manager so far, the future looks brighter!
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- I do see \_\_\_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.

# Customer Focus

## Summary Scores



16. Ensures all customer commitments and requirements are met or exceeded.



17. Develops good rapport and trust with the customer.



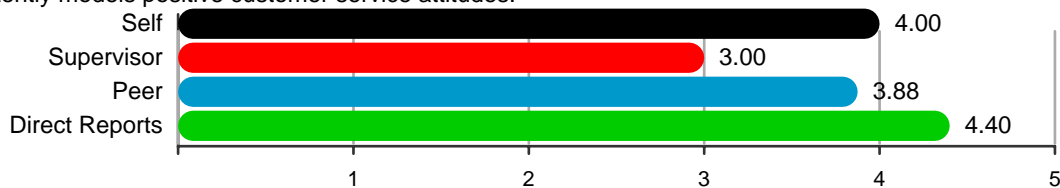
18. Considers customers point of view when making decisions.



19. Does not hesitate to address customer concerns or complaints.



20. Consistently models positive customer service attitudes.



## Level of Skill

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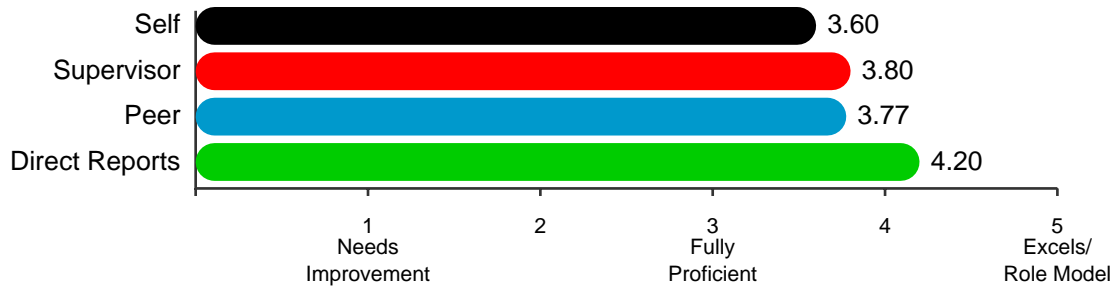
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Ensures all customer commitments and requirements are met or exceeded.	15	4.33	86.7	13%		40%	47%
17. Develops good rapport and trust with the customer.	15	4.27	93.3	7%		60%	33%
18. Considers customers point of view when making decisions.	14	4.00	92.9	7%		86%	7%
19. Does not hesitate to address customer concerns or complaints.	14	4.14	85.7	7%	7%	50%	36%
20. Consistently models positive customer service attitudes.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- We are very blessed to have \_\_\_\_\_ for our manager! Best one we've EVER had. We appreciate his very much.
- just know going through the hiring process with him.
- \_\_\_\_\_ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- I enjoy working with \_\_\_\_\_. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.

# Coaching

## Summary Scores



### 21. Conducts regular performance appraisals and feedback.



### 22. Provides clear, motivating, and constructive feedback.



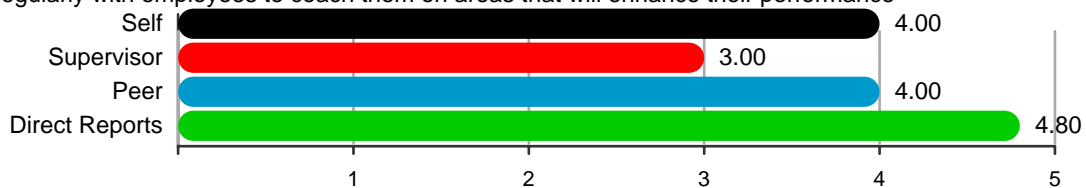
### 23. Addresses employee behavior problems effectively.



### 24. Coaches employees in how to strengthen knowledge and skills to improve work performance.



### 25. Meets regularly with employees to coach them on areas that will enhance their performance



## Level of Skill

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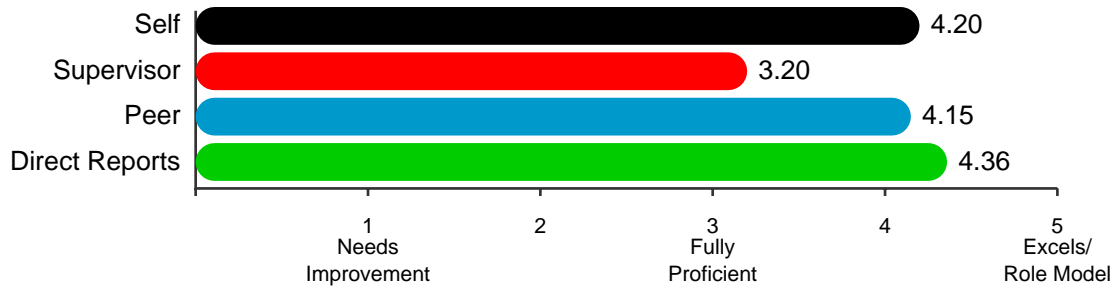
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Conducts regular performance appraisals and feedback.	15	4.00	66.7	13%	20%	20%	47%	
22. Provides clear, motivating, and constructive feedback.	15	3.47	53.3	13%	33%	47%	7%	
23. Addresses employee behavior problems effectively.	15	3.60	66.7	13%	20%	60%	7%	
24. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.27	86.7	7%	7%	40%	47%	
25. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

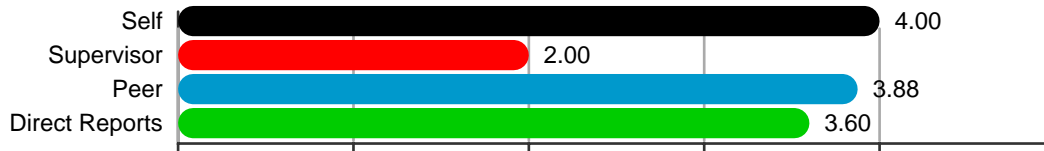
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- \_\_\_\_\_ takes the time to understand his team and the strengths that each team member brings to the organization.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- He walks the walk and talks the talk.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- \_\_\_\_\_ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. \_\_\_\_\_ continues to work to improve his departments and improve the engagement of his employees.

# Teamwork

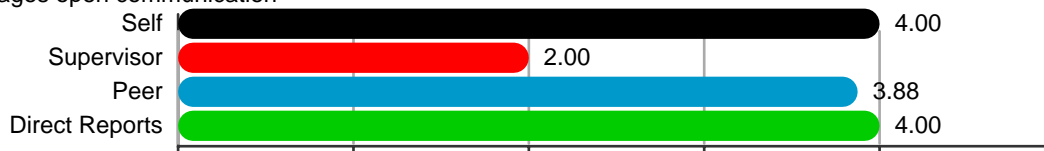
## Summary Scores



### 26. Carries his/her share of the workload



### 27. Encourages open communication



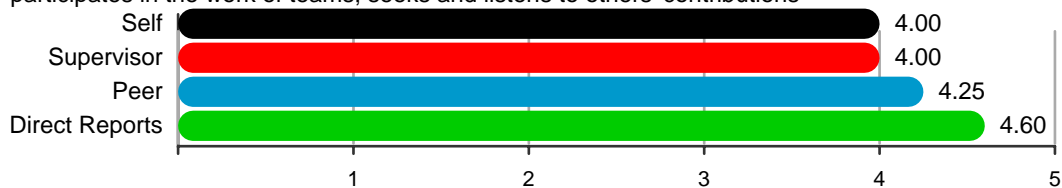
### 28. Fosters teamwork rather than individual competition



### 29. Coaches team members to work toward a common goal.



### 30. Actively participates in the work of teams; seeks and listens to others' contributions



## 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).

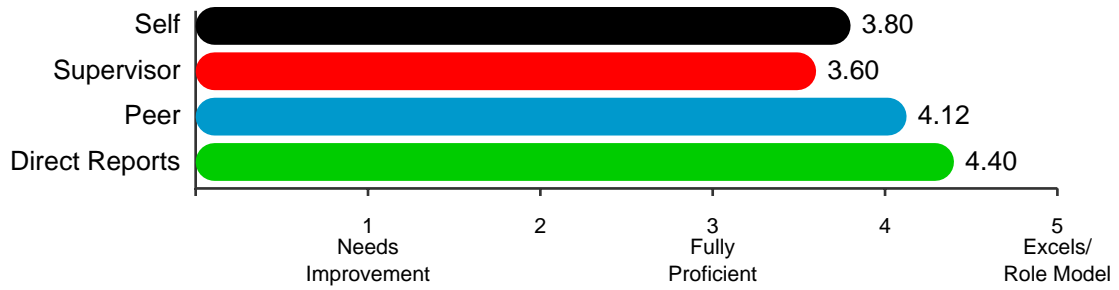
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Carries his/her share of the workload	15	3.67	66.7	20%	13%	47%	20%
27. Encourages open communication	15	3.80	73.3	20%	7%	47%	27%
28. Fosters teamwork rather than individual competition	15	4.33	86.7	13%		40%	47%
29. Coaches team members to work toward a common goal.	15	4.67	100.0			33%	67%
30. Actively participates in the work of teams; seeks and listens to others' contributions	15	4.33	100.0			67%	33%

### Comments:

- He is very effective.
- Always has a positive, cheerful, and strong attitude.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- I look forward to learning and improving with his and the other members in the division.
- Cannot think of anything
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.

# Entrepreneurship

## Summary Scores



### 31. Exhibits determination and passion in completion of goals.



### 32. Is comfortable operating in an environment of uncertainty.



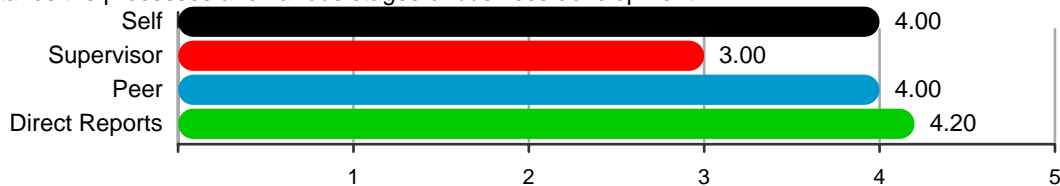
### 33. Excellent at managing relationships with stakeholders.



### 34. Maintains a high level of energy to respond to demands of the job.



### 35. Understands the processes and various stages of business development.





## 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).

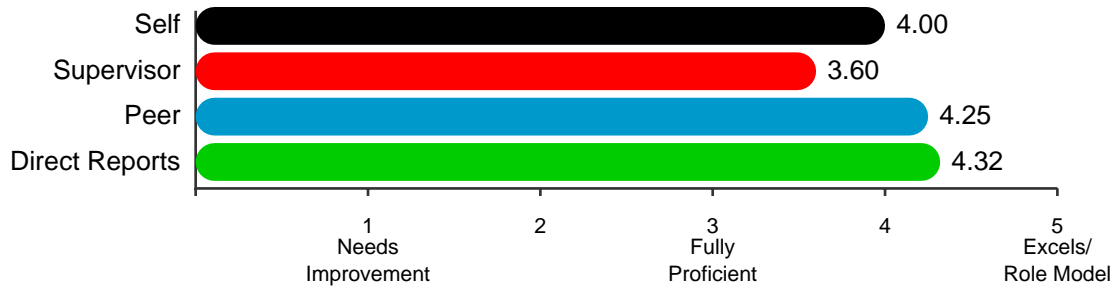
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Exhibits determination and passion in completion of goals.	15	4.07	80.0	20%	53%	27%
32. Is comfortable operating in an environment of uncertainty.	15	4.47	100.0		53%	47%
33. Excellent at managing relationships with stakeholders.	15	4.13	80.0	20%	47%	33%
34. Maintains a high level of energy to respond to demands of the job.	15	4.13	86.7	13%	60%	27%
35. Understands the processes and various stages of business development.	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_\_\_ has excellent job and people skills.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- \_\_\_\_\_'s priority is our customers and community.
- \_\_\_\_\_ does a great job investigating an issue thinking it through before he takes action.
- \_\_\_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_\_\_ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is a great mentor and example to those he supervises.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.

# Fiscal Management

## Summary Scores



36. Keeps excellent records for financial transparency.



37. Effective in using Company's resources.



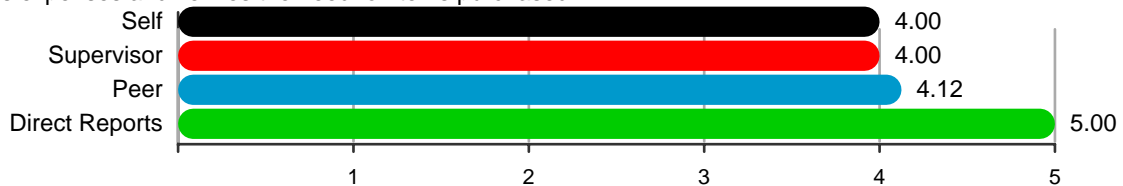
38. Ensures others follow the correct rules and regulations on fiscal matters.



39. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



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



## 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
36. Keeps excellent records for financial transparency.	15	4.33	100.0	67%				33%
37. Effective in using Company's resources.	15	3.93	80.0	13%	7%	53%		27%
38. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.27	86.7	13%	47%			40%
39. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.13	86.7	13%	60%			27%
40. Monitors expenses and verifies the need for items purchased.	15	4.40	93.3	7%	47%		47%	

### Comments:

- \_\_\_\_\_ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, \_\_\_\_\_ has been very successful in managing this difficult change.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- \_\_\_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.

## 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 often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- \_\_\_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- He consistently helps us in problem solving a variety of issues.
- I appreciate the straight forward style of leadership \_\_\_\_\_ uses.

### What do you like best about working with this individual?

- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- \_\_\_\_\_ is highly professional in his everyday work.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- \_\_\_\_\_ encourages us as directors to go out with one voice and keeps us accountable.

### What do you like least about working with this individual?

- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- \_\_\_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that \_\_\_\_\_ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- \_\_\_\_\_ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.

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

- \_\_\_\_\_ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- I have had the opportunity to work with \_\_\_\_\_ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- \_\_\_\_\_ always goes above and beyond in his daily work.
- Increase in confidence. Being willing to lean into the uncomfortable.
- He is very responsive when asked for input or his assistance is requested.

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

- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- I appreciate his perspective and guidance on a variety of things.
- Ready to tackle any given problem and help others finish 1st
- I appreciate \_\_\_\_\_ being open to suggestions, and available when concerns brought to him.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.

### Any final comments?

- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- \_\_\_\_\_ 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 he has maintained an open line of communication and remained available to staff who have voiced concerns.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.