



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.

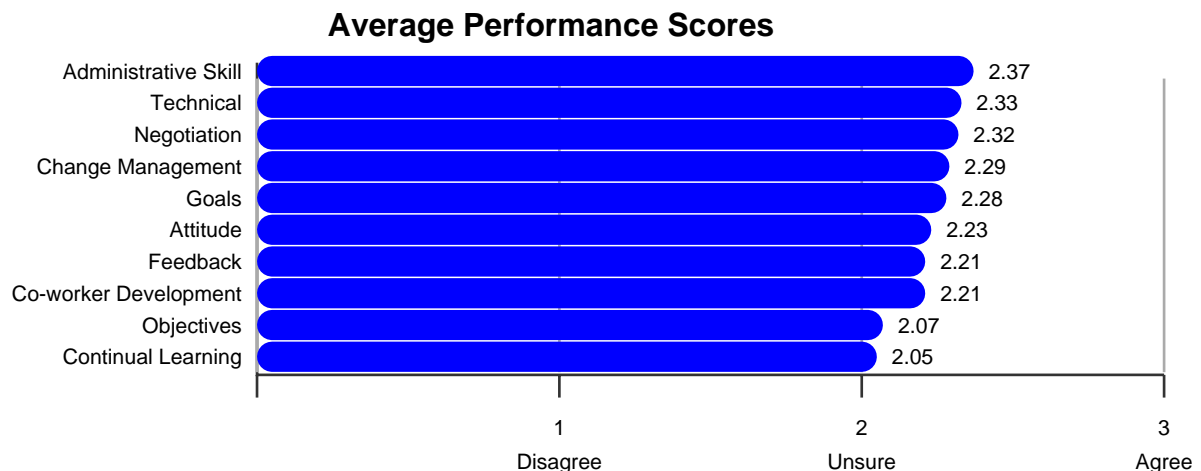
What to Do with Your Feedback

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

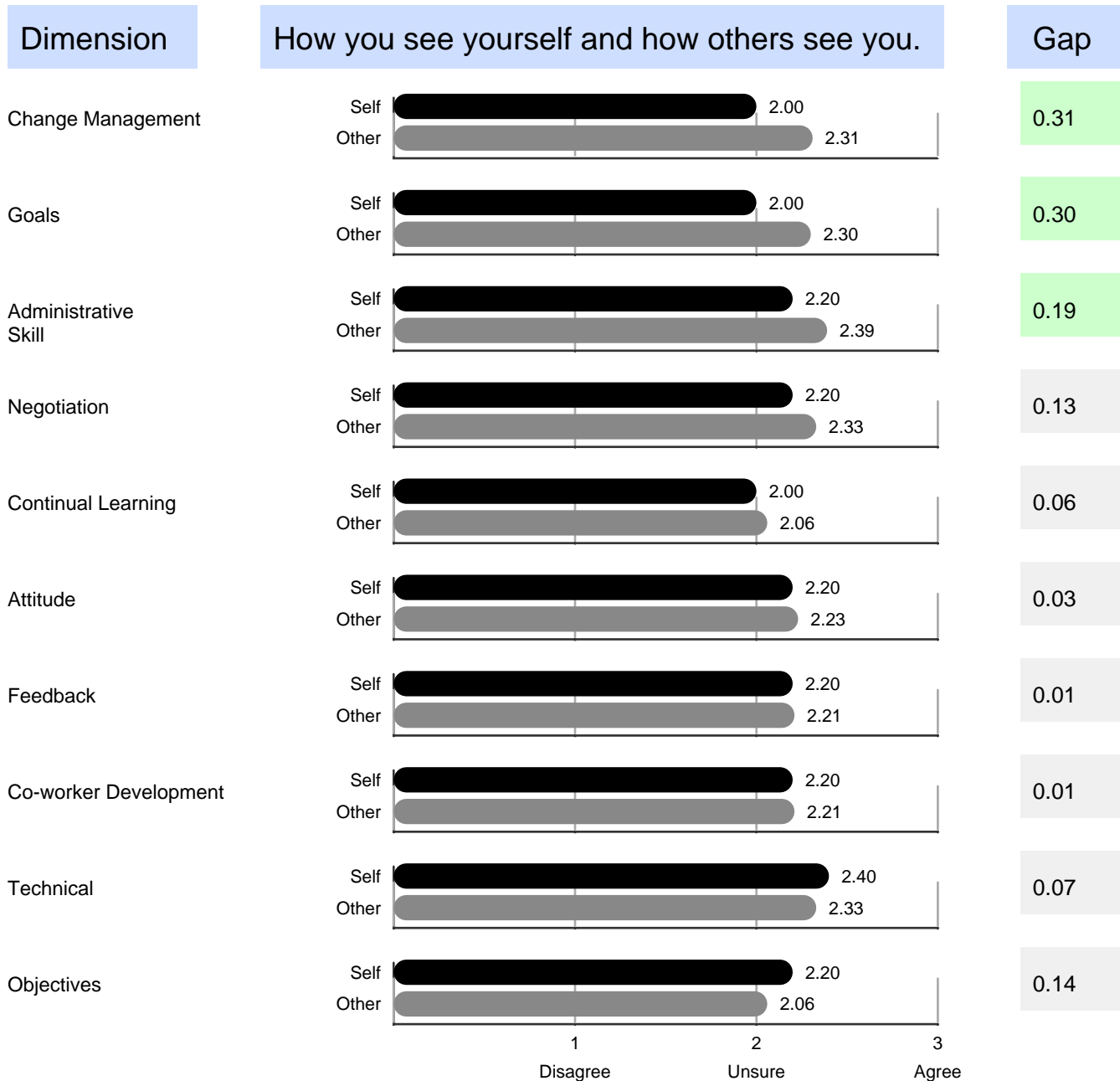
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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

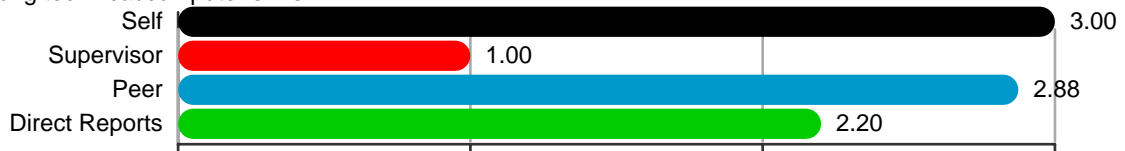
Summary Scores



1. High attention to detail.



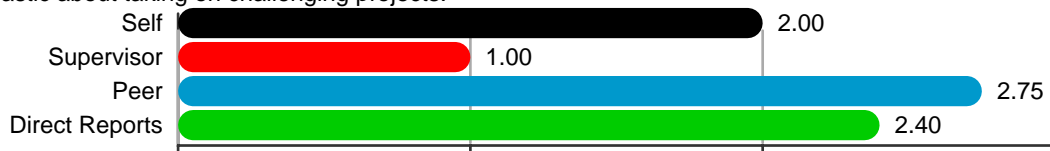
2. Has strong technical/computer skills.



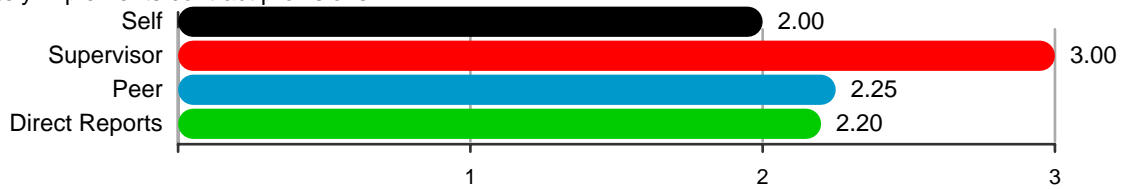
3. Implements and uses performance measures.



4. Enthusiastic about taking on challenging projects.



5. Accurately implements contract provisions.



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. High attention to detail.	15	2.27	33.3	7%	60%	33%
2. Has strong technical/computer skills.	15	2.53	73.3	20%	7%	73%
3. Implements and uses performance measures.	15	2.33	40.0	7%	53%	40%
4. Enthusiastic about taking on challenging projects.	15	2.47	53.3	7%	40%	53%
5. Accurately implements contract provisions.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- _____ is very reliable and collaborates well on projects.
- 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.
- He can fall behind on projects without providing timely feedback.
- When dealing with HR issues my HR business partner is always involved.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.

Goals

Summary Scores



6. Achieves established goals.



7. Sets high expectations and goals; encourages others to support the organization.



8. Goal Setting



9. Makes sure that I have a clear idea of our group's goals.



10. Makes sure that team members have a clear idea of our group's goals.



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).

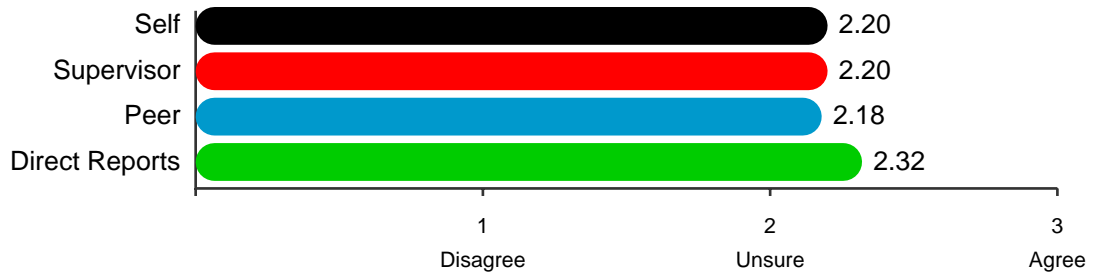
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Achieves established goals.	15	2.13	33.3	20%	47%	33%
7. Sets high expectations and goals; encourages others to support the organization.	15	2.07	26.7	20%	53%	27%
8. Goal Setting	15	2.33	40.0	7%	53%	40%
9. Makes sure that I have a clear idea of our group's goals.	15	2.40	53.3	13%	33%	53%
10. Makes sure that team members have a clear idea of our group's goals.	15	2.47	60.0	13%	27%	60%

Comments:

- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- _____'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

Attitude

Summary Scores



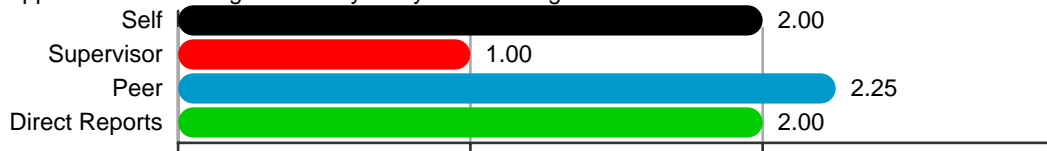
11. Is gracious and professional in their interactions with others.



12. Treats all people fairly and with respect.



13. Visibly supports and encourages diversity in style and background.



14. Contributes to a positive work environment.



15. Builds open and trusting relationships.



Level of Skill

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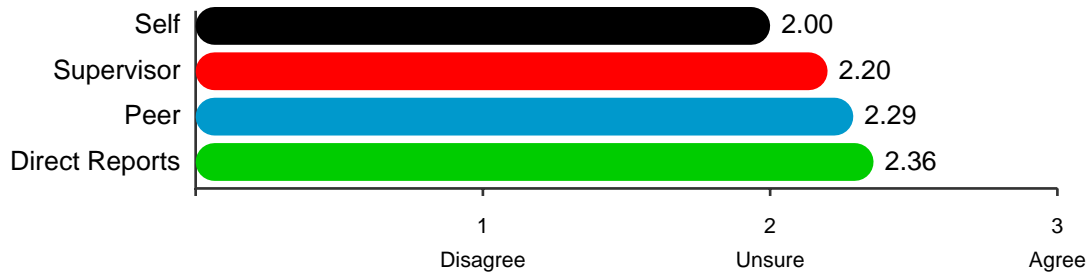
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Is gracious and professional in their interactions with others.	15	2.33	40.0	7%	53%	40%
12. Treats all people fairly and with respect.	15	2.07	20.0	13%	67%	20%
13. Visibly supports and encourages diversity in style and background.	15	2.07	26.7	20%	53%	27%
14. Contributes to a positive work environment.	15	2.27	40.0	13%	47%	40%
15. Builds open and trusting relationships.	14	2.43	50.0	7%	43%	50%

Comments:

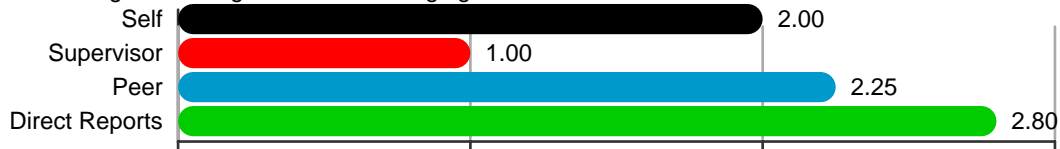
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- He also has always been thankful for any help that I have given his.
- _____ is a tremendous leader in our organization.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!

Change Management

Summary Scores



16. Effective in dealing with ambiguous and challenging situations.



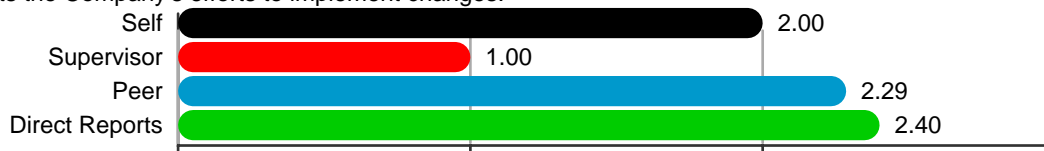
17. Works cooperatively with others to implement changes.



18. Assists others in understanding changes to the organization.



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



20. Effective in implementing new organizational vision and values.



Level of Skill

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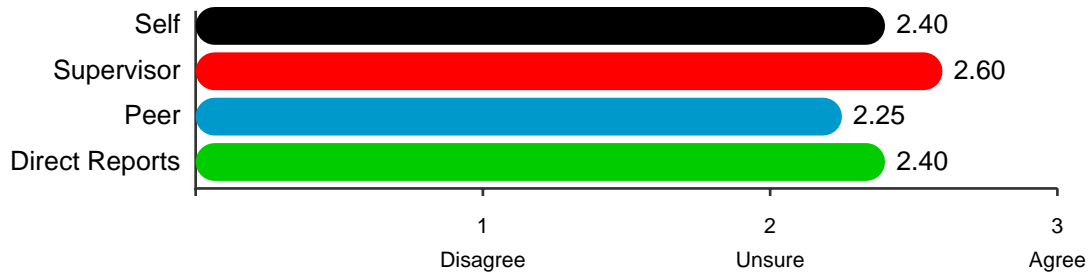
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Effective in dealing with ambiguous and challenging situations.	15	2.33	46.7	13%	40%	47%
17. Works cooperatively with others to implement changes.	15	2.33	40.0	7%	53%	40%
18. Assists others in understanding changes to the organization.	14	2.00	14.3	14%	71%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

Comments:

- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- _____ has a calm and professional style.
- He is a natural and perfect fit for the CFO position.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- We have made improvements in our documentation and have decreased duplicate reporting.

Technical

Summary Scores



21. Seeks information from others as needed.



22. Demonstrates mastery of the technical competencies required in his/her work.



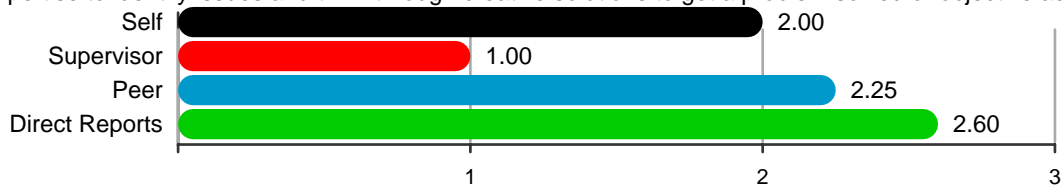
23. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



24. Willingly shares information and expertise; sought out as resource by others



25. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



Level of Skill

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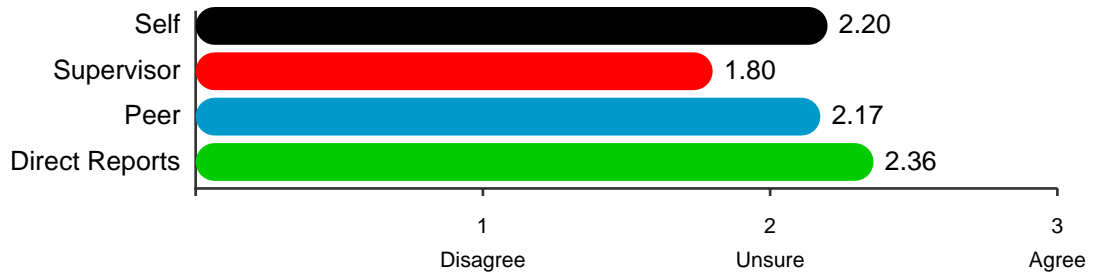
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Seeks information from others as needed.	15	2.60	66.7	7%	27%	67%
22. Demonstrates mastery of the technical competencies required in his/her work.	15	2.33	40.0	7%	53%	40%
23. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	2.07	20.0	13%	67%	20%
24. Willingly shares information and expertise; sought out as resource by others	15	2.40	53.3	13%	33%	53%
25. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.27	53.3	27%	20%	53%

Comments:

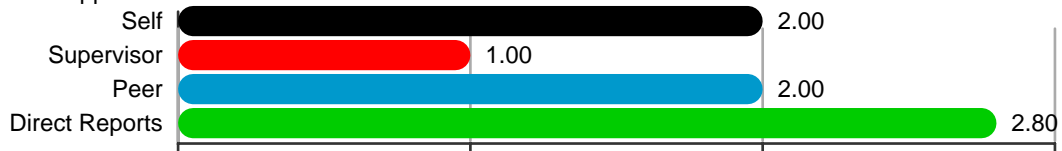
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- He could improve with a take charge attitude.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.

Feedback

Summary Scores



26. Is visible and approachable.



27. Asks others for their ideas and opinions.



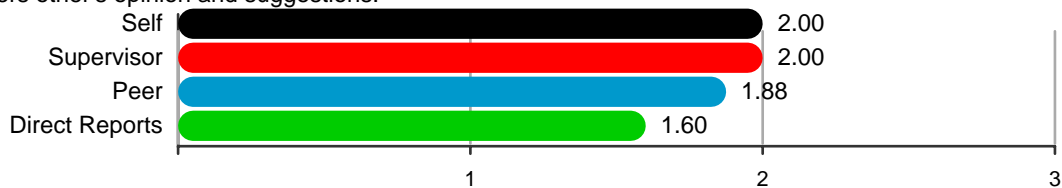
28. Open to the suggestions of others.



29. Seeks feedback to enhance performance.



30. Considers other's opinion and suggestions.



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).

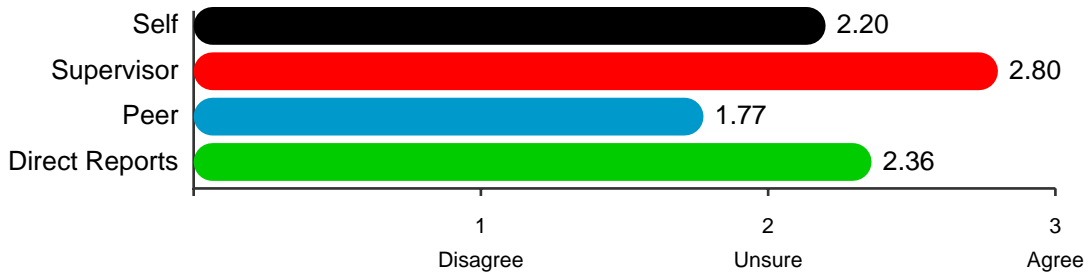
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Is visible and approachable.	15	2.20	33.3	13%	53%	33%
27. Asks others for their ideas and opinions.	15	2.00	26.7	27%	47%	27%
28. Open to the suggestions of others.	15	2.47	53.3	7%	40%	53%
29. Seeks feedback to enhance performance.	15	2.60	60.0		40%	60%
30. Considers other's opinion and suggestions.	15	1.80	13.3	33%	53%	13%

Comments:

- He is very supportive and easily approachable.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- He is a natural and perfect fit for the CFO position.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.

Objectives

Summary Scores



31. Effectively organizes resources and plans



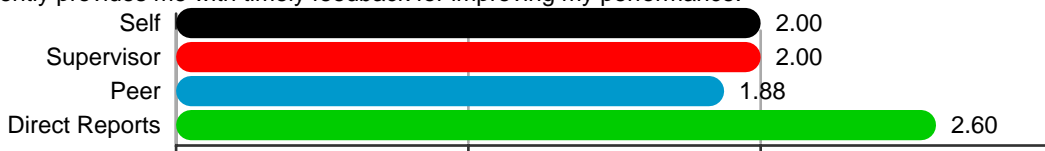
32. Organizes and schedules events, activities, and resources.



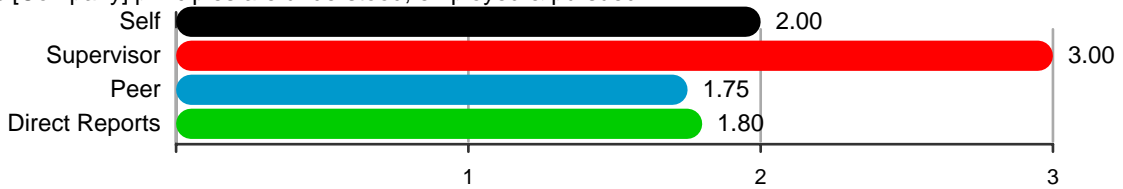
33. Able to organize work.



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



35. Assures [Company] principles are understood, employed & pursued.



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).

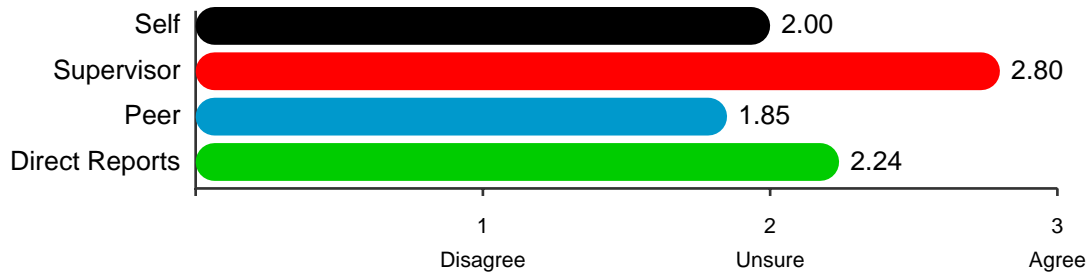
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Effectively organizes resources and plans	15	2.13	33.3	20%	47%	33%
32. Organizes and schedules events, activities, and resources.	15	2.13	33.3	20%	47%	33%
33. Able to organize work.	15	2.07	33.3	27%	40%	33%
34. Consistently provides me with timely feedback for improving my performance.	15	2.13	26.7	13%	60%	27%
35. Assures [Company] principles are understood, employed & pursued.	15	1.87	20.0	33%	47%	20%

Comments:

- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- Works hard to build a team environment.
- I do very much appreciate that _____ will support me in a decision when needed.
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.

Continual Learning

Summary Scores



36. Takes the initiative to learn new skills.



37. Builds on their strengths while addressing their weaknesses.



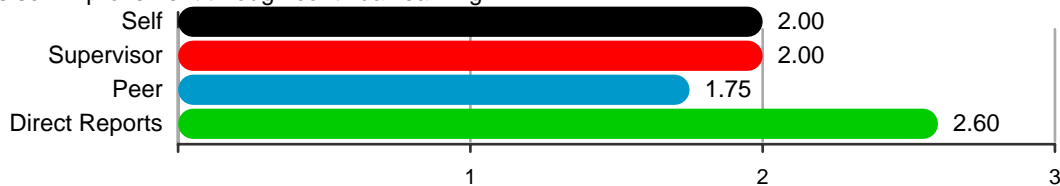
38. Improves on their skill sets.



39. Seeks opportunities to grow in skills and knowledge.



40. Pursues self-improvement through continual learning.



Level of Skill

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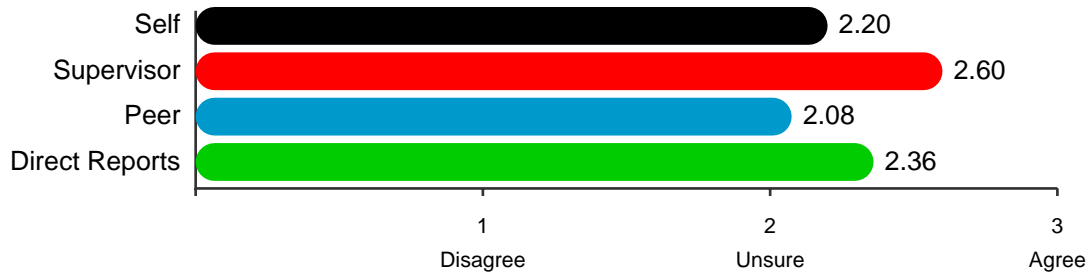
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Takes the initiative to learn new skills.	15	1.87	20.0	33%	47%	20%
37. Builds on their strengths while addressing their weaknesses.	15	1.93	13.3	20%	67%	13%
38. Improves on their skill sets.	15	2.07	33.3	27%	40%	33%
39. Seeks opportunities to grow in skills and knowledge.	15	2.33	33.3		67%	33%
40. Pursues self-improvement through continual learning.	15	2.07	33.3	27%	40%	33%

Comments:

- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ is always professional during interactions with staff.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.

Co-worker Development

Summary Scores



41. Gives others development opportunities through project assignments and increased job responsibilities



42. Takes immediate action on poor performance



43. Adapts coaching and mentoring approach to meet the style or needs of individuals



44. Sets and clearly communicates expectations, performance goals, and measurements to others



45. Provides ongoing feedback to co-workers on their development progress



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).

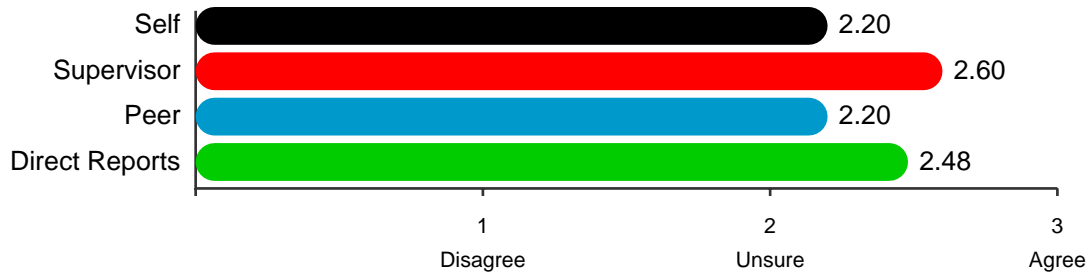
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Gives others development opportunities through project assignments and increased job responsibilities	15	2.00	26.7	27%	47%	27%
42. Takes immediate action on poor performance	15	2.13	33.3	20%	47%	33%
43. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.20	40.0	20%	40%	40%
44. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.20	26.7	7%	67%	27%
45. Provides ongoing feedback to co-workers on their development progress	15	2.53	60.0	7%	33%	60%

Comments:

- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- I do very much appreciate that _____ will support me in a decision when needed.

Negotiation

Summary Scores



46. Actively listens to conversations to be able to recall important details later.



47. Maintains good interpersonal relationships with representatives from the other party.



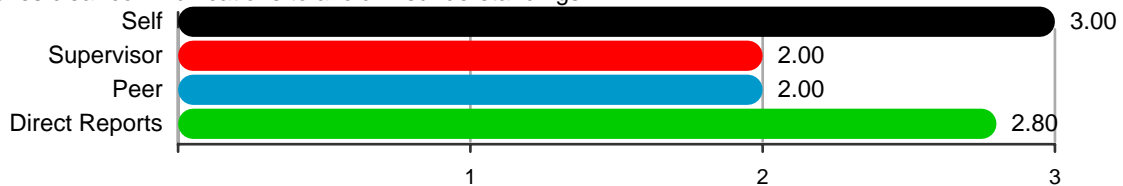
48. Identifies verbal and nonverbal cues to help interpret actions and messages.



49. Able to clearly express thoughts and concerns.



50. Establishes clear communications to avoid misunderstandings.



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
46. Actively listens to conversations to be able to recall important details later.	15	2.27	26.7		73%	27%
47. Maintains good interpersonal relationships with representatives from the other party.	15	2.13	26.7	13%	60%	27%
48. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	2.40	40.0		60%	40%
49. Able to clearly express thoughts and concerns.	15	2.47	46.7		53%	47%
50. Establishes clear communications to avoid misunderstandings.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ not only values and listens to his staff he also gives them the support they need.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- Increase in confidence. Being willing to lean into the uncomfortable.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- Good leadership style.

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?

- _____ is a valued member of the department.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- _____ is by far a leader in the service area.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.

What do you like best about working with this individual?

- He removes barriers so that we can do our job to the best of our ability.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- He has great sense of vision and purpose for the division and organization as a whole.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.

What do you like least about working with this individual?

- I so appreciate that _____ is so on top of everything that we do in payroll.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- I really enjoy working with _____ and I respect his as a leader and role model.
- _____ would be my choice for permanent manager of the department.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

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

- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- _____ is an impressive performer.
- He could improve with a take charge attitude.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me an others.

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

- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- I like that he challenges me.
- _____ is a great manager, committed to each employee in our department.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- In one word I can summarize _____ in leadership skill. WOW!

Any final comments?

- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role