



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.

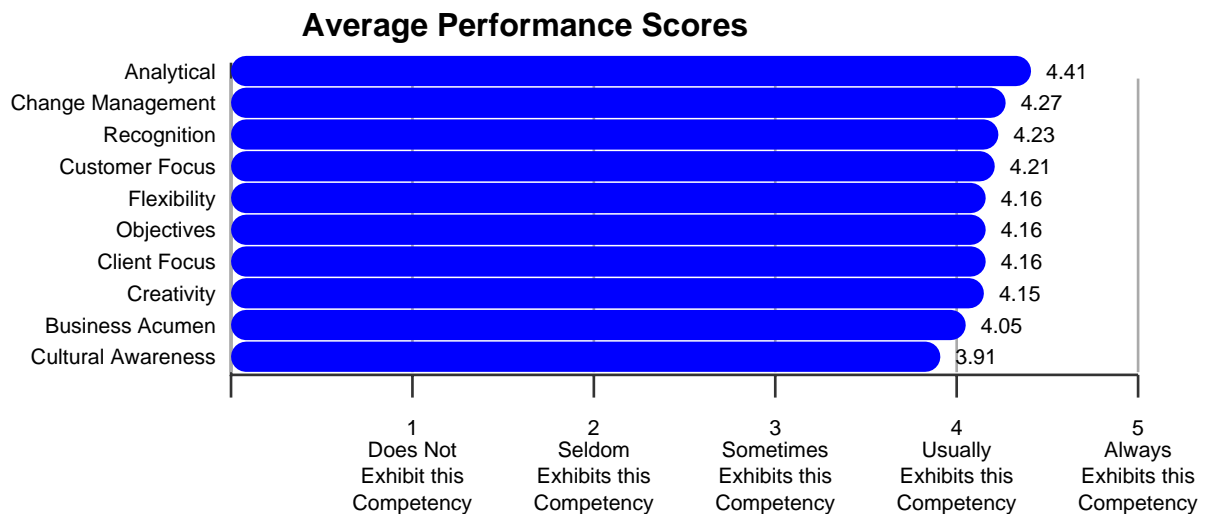
What to Do with Your Feedback

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

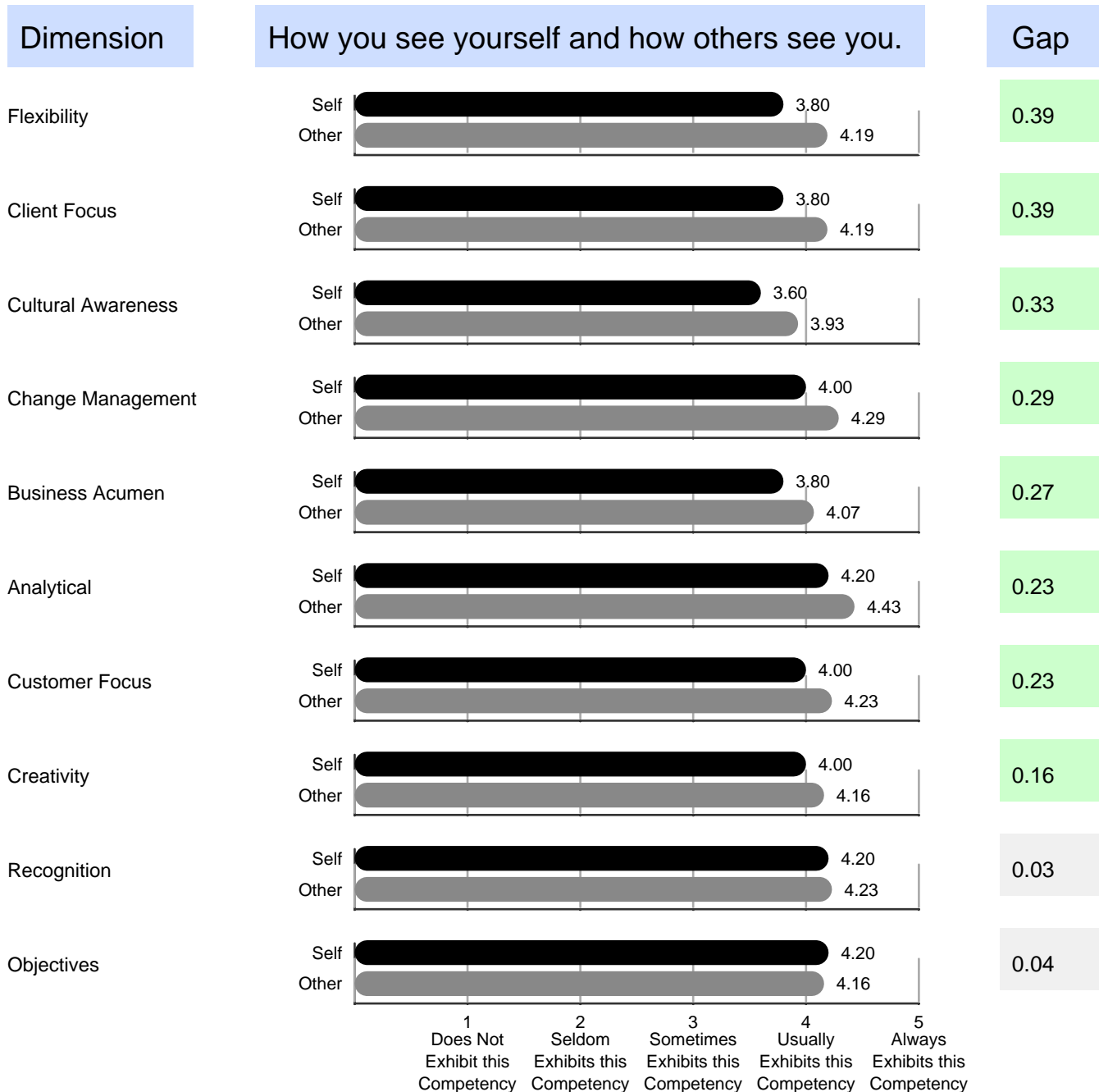
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



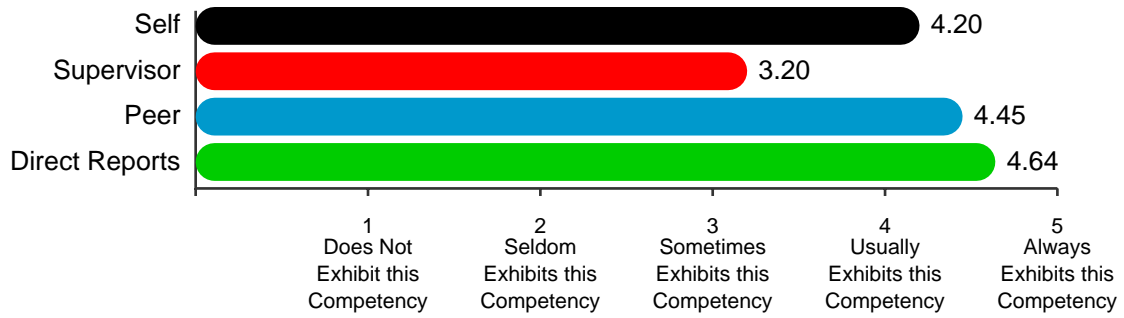
Gap Analysis

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.



Analytical

Summary Scores



1. You select the appropriate techniques for analysis.



2. You identify opportunities for progress and innovation.



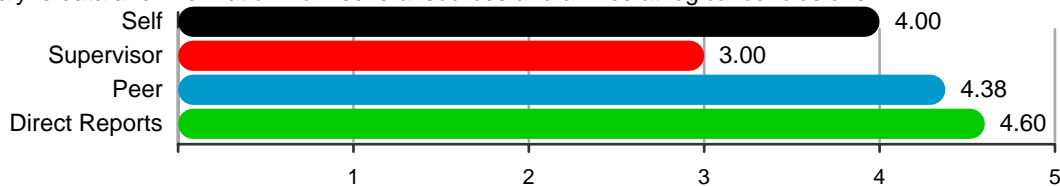
3. You identify problems and issues needing resolution.



4. You identify the root cause of a problem.



5. You analyze data and information from several sources and arrives at logical conclusions.



Level of Skill

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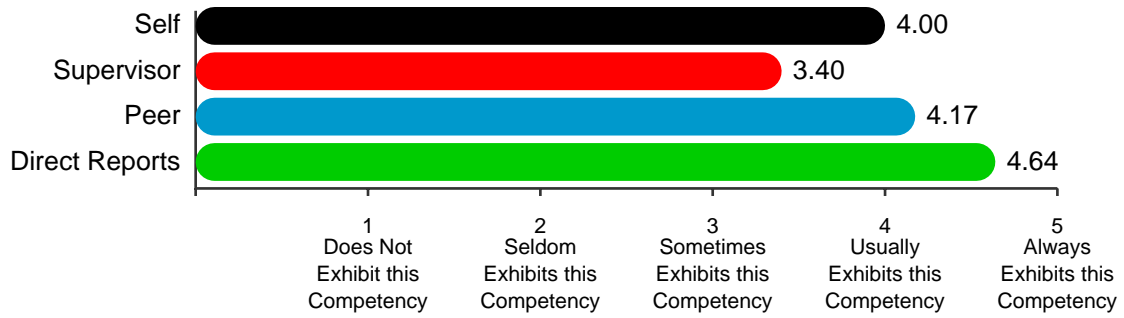
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You select the appropriate techniques for analysis.	15	4.20	93.3	7%		67%		27%
2. You identify opportunities for progress and innovation.	15	4.87	100.0	13%		87%		
3. You identify problems and issues needing resolution.	15	4.27	93.3	7%		60%		33%
4. You identify the root cause of a problem.	15	4.40	86.7	13%	33%		53%	
5. You analyze data and information from several sources and arrives at logical conclusions.	15	4.33	93.3	7%		53%		40%

Comments:

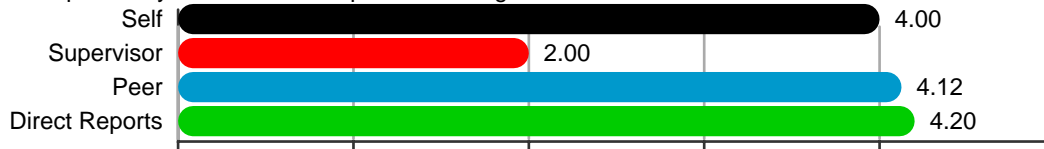
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- He is a great teammate.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- I think he is doing really good work and I found that to be one area I could list that might help.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.

Change Management

Summary Scores



6. You work cooperatively with others to implement changes.



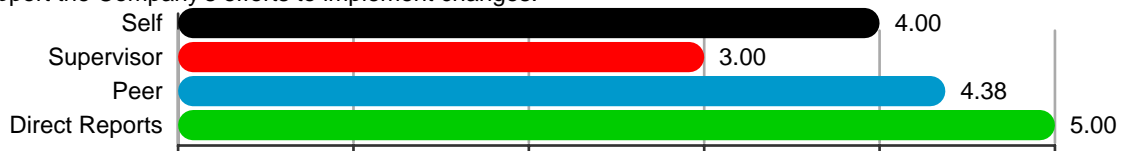
7. You adopt changes to set and example for others to follow.



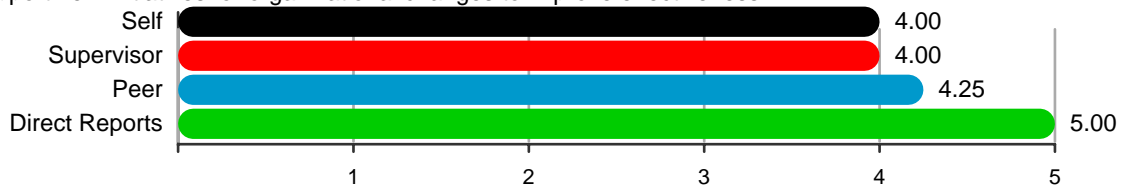
8. You assist others in understanding changes to the organization.



9. You support the Company's efforts to implement changes.



10. You support new initiatives for organizational changes to improve effectiveness.



Level of Skill

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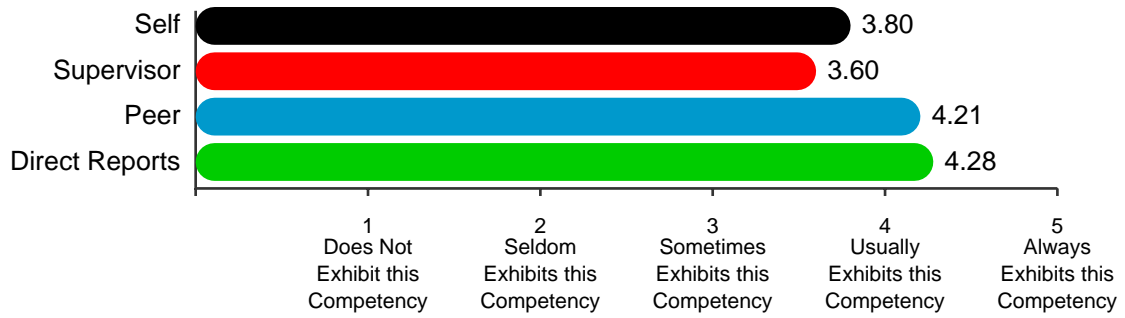
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You work cooperatively with others to implement changes.	15	4.00	80.0	7%	13%	53%	27%	
7. You adopt changes to set and example for others to follow.	15	4.07	80.0		20%	53%	27%	
8. You assist others in understanding changes to the organization.	15	4.33	93.3	7%	47%		47%	
9. You support the Company's efforts to implement changes.	15	4.47	93.3	7%	40%		53%	
10. You support new initiatives for organizational changes to improve effectiveness.	15	4.47	93.3	7%	40%		53%	

Comments:

- He does follow up and follow through.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- _____ has done a wonderful job in supporting his team and making himself available.
- _____ is a very effective communicator and I always felt very well informed as his direct report.

Flexibility

Summary Scores



11. You are willing to try new ideas.



12. You identify new opportunities to achieve goals



13. You are able to adapt to new situations.



14. You are effective in incorporating new ideas.



15. You adapt to new organizational structures, policies, or procedures.



Level of Skill

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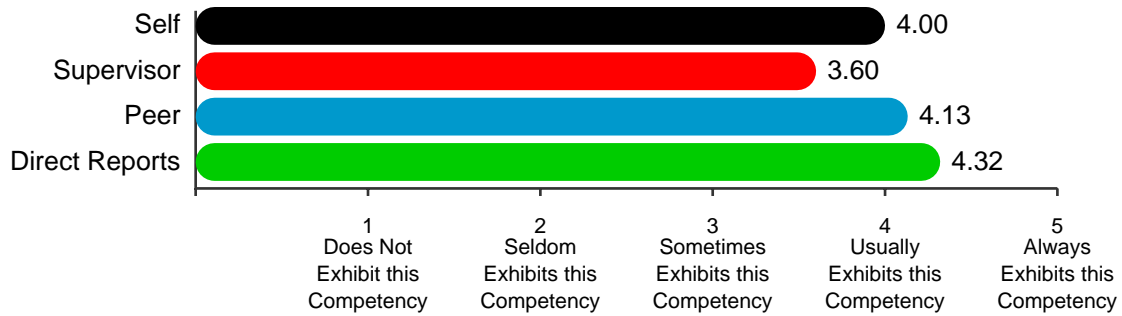
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You are willing to try new ideas.	15	4.60	100.0			40%	60%	
12. You identify new opportunities to achieve goals	15	4.27	100.0			73%		27%
13. You are able to adapt to new situations.	15	4.33	100.0			67%	33%	
14. You are effective in incorporating new ideas.	15	3.93	73.3	27%		53%		20%
15. You adapt to new organizational structures, policies, or procedures.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Improve on providing feedback.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- I enjoy working with _____ very much.
- _____ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.

Creativity

Summary Scores



16. You add value to the department/organization.



17. You are creative and inspirational.



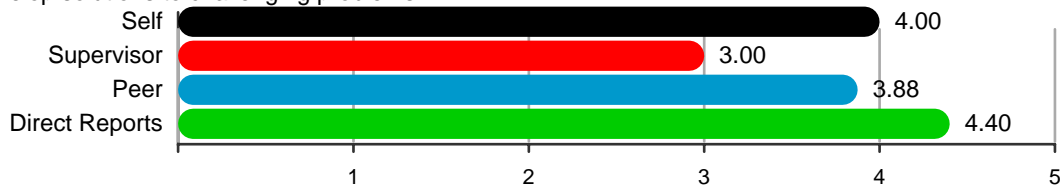
18. You create a lot of new ideas.



19. You inspire creativity in your team.



20. You develop solutions to challenging problems.



Level of Skill

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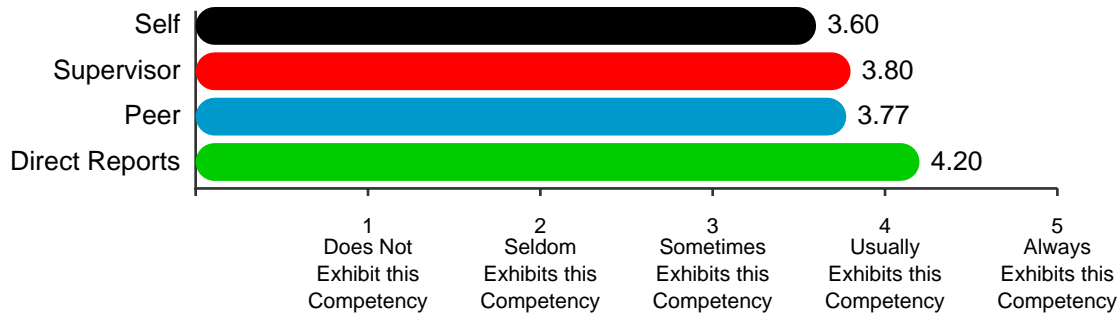
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You add value to the department/organization.	15	4.33	86.7	13%	40%	47%		
17. You are creative and inspirational.	15	4.27	93.3	7%	60%	33%		
18. You create a lot of new ideas.	14	4.00	92.9	7%	86%	7%		
19. You inspire creativity in your team.	14	4.14	85.7	7%	7%	50%	36%	
20. You develop solutions to challenging problems.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- _____ applied his strong analytical skills to problem solving.

Cultural Awareness

Summary Scores



21. You foster a diverse workforce free from discrimination and harassment.



22. You treat others with dignity and respect.



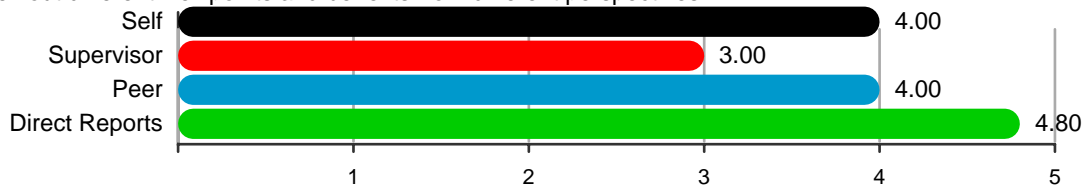
23. You show respect in daily interactions



24. You maintain an inclusive work environment that maximizes the talents of others in achieving goals.



25. You seek out different viewpoints and benefits from different perspectives.



Level of Skill

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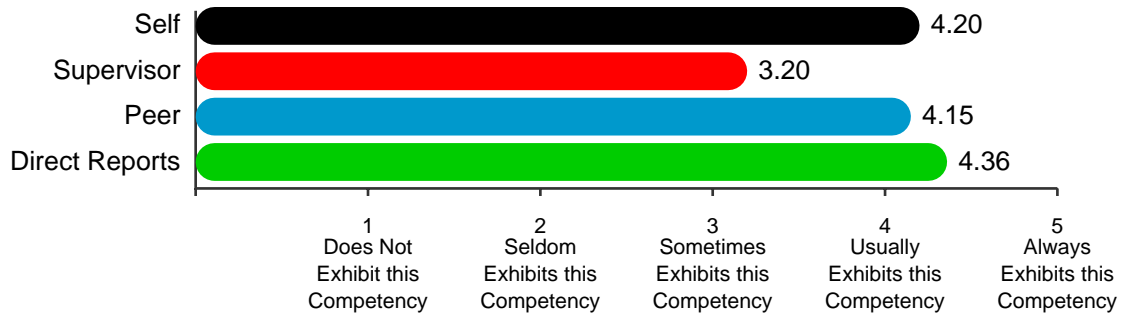
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You foster a diverse workforce free from discrimination and harassment.	15	4.00	66.7	13%	20%	20%	47%	
22. You treat others with dignity and respect.	15	3.47	53.3	13%	33%	47%	7%	
23. You show respect in daily interactions	15	3.60	66.7	13%	20%	60%	7%	
24. You maintain an inclusive work environment that maximizes the talents of others in achieving goals.	15	4.27	86.7	7%	7%	40%	47%	
25. You seek out different viewpoints and benefits from different perspectives.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

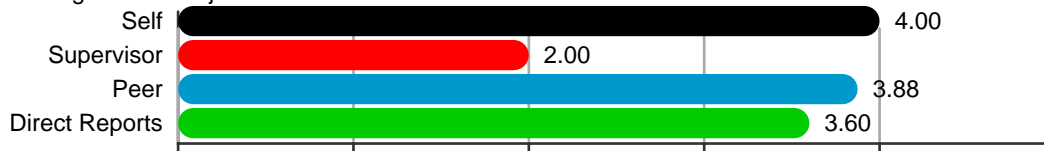
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- He is eager to learn and eager to share knowledge.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- _____ is able to problem solve very well.
- _____ 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.

Objectives

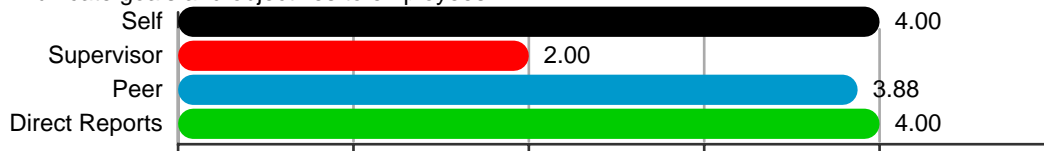
Summary Scores



26. You establish goals and objectives.



27. You communicate goals and objectives to employees.



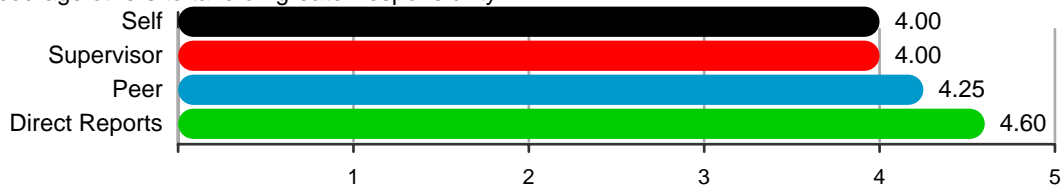
28. You are able to organize work.



29. You set long-term and short-term goals.



30. You encourage others to take on greater responsibility.



Level of Skill

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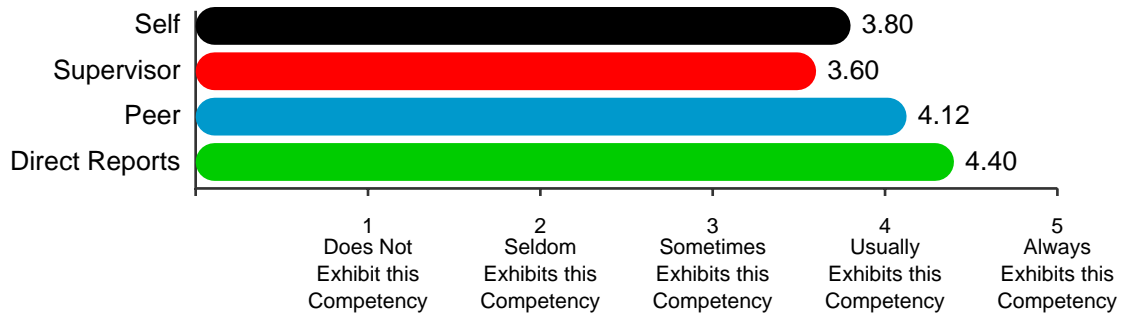
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You establish goals and objectives.	15	3.67	66.7	20%	13%	47%	20%	
27. You communicate goals and objectives to employees.	15	3.80	73.3	20%	7%	47%	27%	
28. You are able to organize work.	15	4.33	86.7		13%	40%	47%	
29. You set long-term and short-term goals.	15	4.67	100.0		33%	67%		
30. You encourage others to take on greater responsibility.	15	4.33	100.0		67%	33%		

Comments:

- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- Transparency and honesty is important early in the process.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- 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.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.

Client Focus

Summary Scores



31. You maintain strong relationships with clients.



32. You ensure client commitments and requirements are met or exceeded



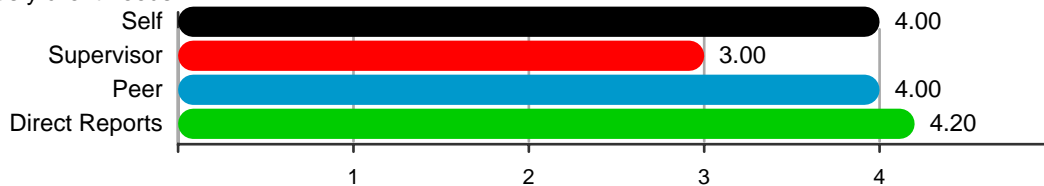
33. You form strong client relationships



34. You look for opportunities that have a positive impact on Clients.



35. You satisfy client needs.



Level of Skill

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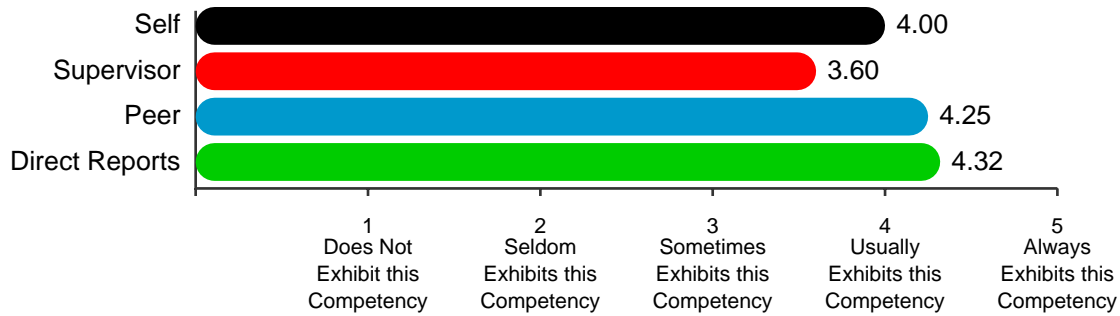
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You maintain strong relationships with clients.	15	4.07	80.0	20%		53%		27%
32. You ensure client commitments and requirements are met or exceeded	15	4.47	100.0			53%		47%
33. You form strong client relationships	15	4.13	80.0	20%		47%		33%
34. You look for opportunities that have a positive impact on Clients.	15	4.13	86.7	13%		60%		27%
35. You satisfy client needs.	15	4.00	80.0	20%		60%		20%

Comments:

- I respect _____ and have turned to him for advice.
- _____ is great about approaching and including staff input with decision making within the department.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- Having a routine for schedule and coming to office more frequently
- 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.'
- He stays in his office, and is largely oblivious to the daily activities of customer service.

Customer Focus

Summary Scores



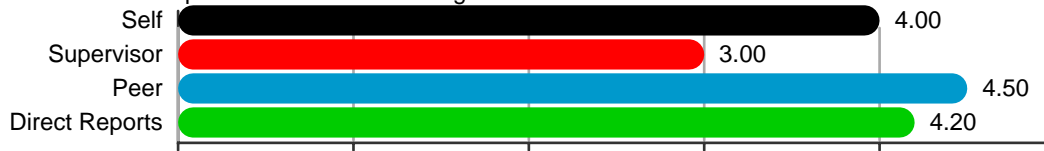
36. You develop good rapport and trust with the customer.



37. You consistently model positive customer service attitudes.



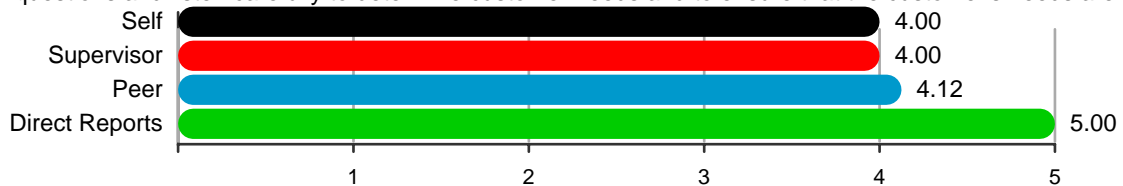
38. You consider customers point of view when making decisions.



39. You do not hesitate to address customer concerns or complaints.



40. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.



Level of Skill

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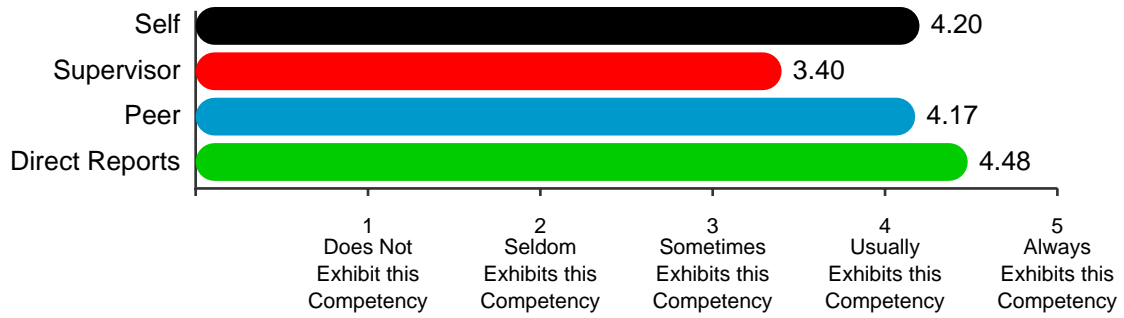
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You develop good rapport and trust with the customer.	15	4.33	100.0			67%		33%
37. You consistently model positive customer service attitudes.	15	3.93	80.0	13%	7%		53%	27%
38. You consider customers point of view when making decisions.	15	4.27	86.7		13%		47%	40%
39. You do not hesitate to address customer concerns or complaints.	15	4.13	86.7		13%		60%	27%
40. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.40	93.3		7%		47%	47%

Comments:

- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- Where do I even start to articulate how much I value about working with _____? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as _____ is.
- _____ encourages our staff to strive to be the best that we can be.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- 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.

Recognition

Summary Scores



41. You find opportunities to recognize others.



42. You offer recognition in a timely manner.



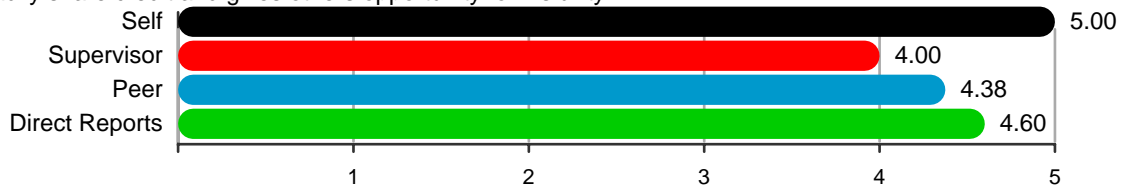
43. You recognize the abilities and skills of self and others



44. You are sincerely interested in the suggestions of co-workers



45. You readily share credit and gives others opportunity for visibility.



Level of Skill

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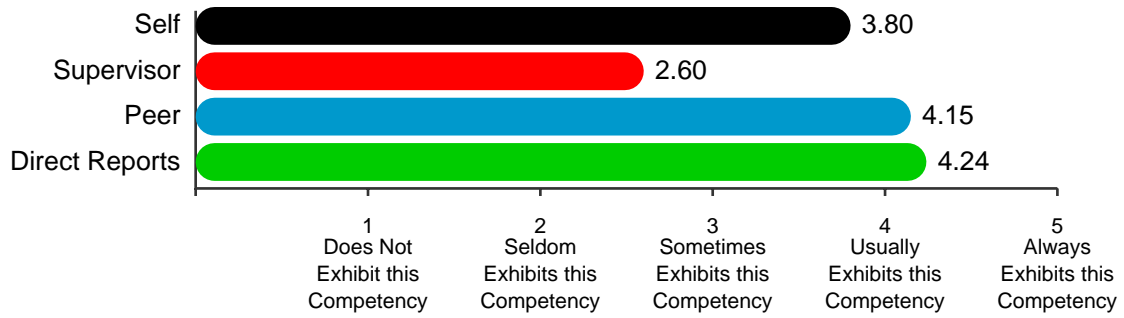
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. You find opportunities to recognize others.	15	4.33	93.3	7%		53%		40%
42. You offer recognition in a timely manner.	15	4.20	80.0	20%		40%		40%
43. You recognize the abilities and skills of self and others	15	4.13	86.7	13%		60%		27%
44. You are sincerely interested in the suggestions of co-workers	15	4.00	86.7	13%		73%		13%
45. You readily share credit and gives others opportunity for visibility.	15	4.47	93.3	7%		40%		53%

Comments:

- I appreciate his style and support.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- Has one of the strongest work ethics I've ever encountered in a team member.
- Dedicated to the customer and community, he is worth his weight in gold.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.

Business Acumen

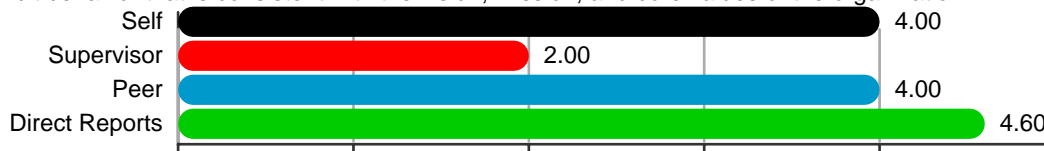
Summary Scores



46. You consider impact of actions on other areas of the organization.



47. You exhibit behavior that is consistent with the vision, mission, and core values of the organization



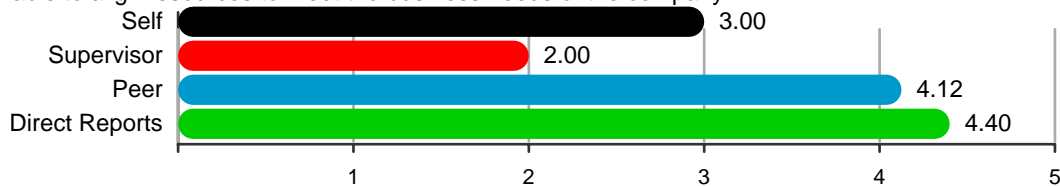
48. You understand complex issues and problems.



49. You apply the knowledge of work processes to influence the achievement of business goals



50. You are able to align resources to meet the business needs of the company.



Level of Skill

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46. You consider impact of actions on other areas of the organization.	15	3.87	80.0	7%	13%	67%	13%	
47. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	4.07	86.7	13%		53%	33%	
48. You understand complex issues and problems.	15	4.13	86.7		13%	60%	27%	
49. You apply the knowledge of work processes to influence the achievement of business goals	15	4.20	86.7	7%	7%	47%	40%	
50. You are able to align resources to meet the business needs of the company.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ has a clear process for hiring which has aided his in building an amazing team.
- _____ has a good perspective on the organization as a whole.
- Our department continues to have a very low loss rate.
- _____ exemplifies outstanding professionalism.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- _____ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.

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?

- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- he understands where our opportunities for savings in the employee benefits plan may be.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- I know that _____ cares about me as a total individual not just as a professional.
- Improve communication delivery. Acknowledge what others are saying.
- He is the only manager in the department to help us when we are short.

What do you like best about working with this individual?

- _____ has improved with his follow-up assignments from meetings.
- Could benefit from increasing awareness on how much influence they have on the department.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- 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.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

What do you like least about working with this individual?

- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- _____ is very clear about his expectations and I appreciate this.
- _____ can be counted on for his reliability.
- I respect _____ and have turned to him for advice.
- He can fall behind on projects without providing timely feedback.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.

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

- He consistently conducts himself with professionalism and represents our unit well.
- Always available to give us what we need to succeed.
- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time to think about discussions, he is willing to work with other departments and staff. He can be stubborn at times.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- _____ is the consummate professional and pleasure to work with.

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

- He is a very diligent hard worker.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- 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.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- Have persistence and tenacity
- Sometimes the desired outcomes and expectations are not clearly communicated.

Any final comments?

- Transparency and honesty is important early in the process.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- He is becoming more comfortable to deliver critical feedback.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- I value _____'s advice and support as we realigned my department a few times this year.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.