



Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

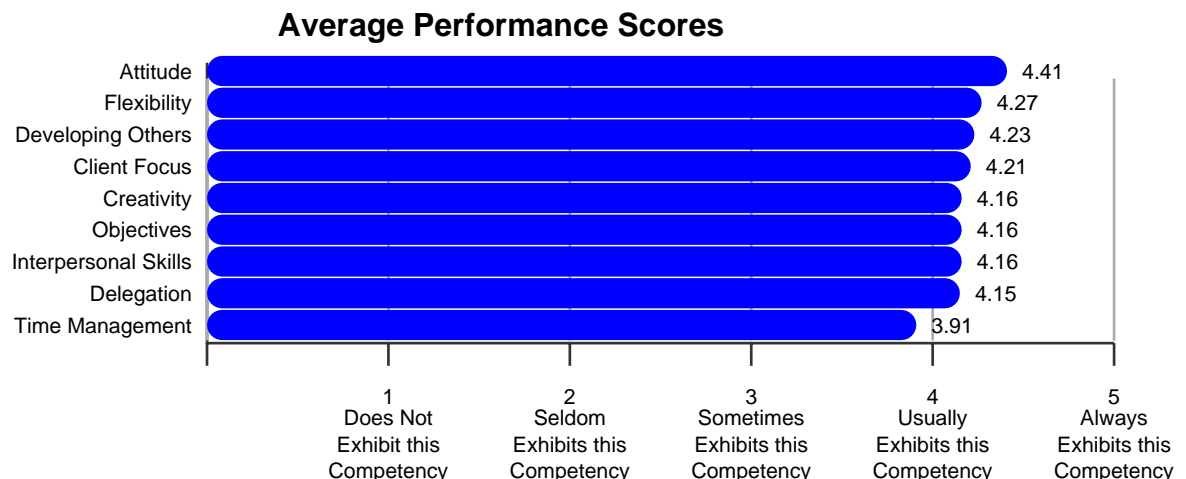
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

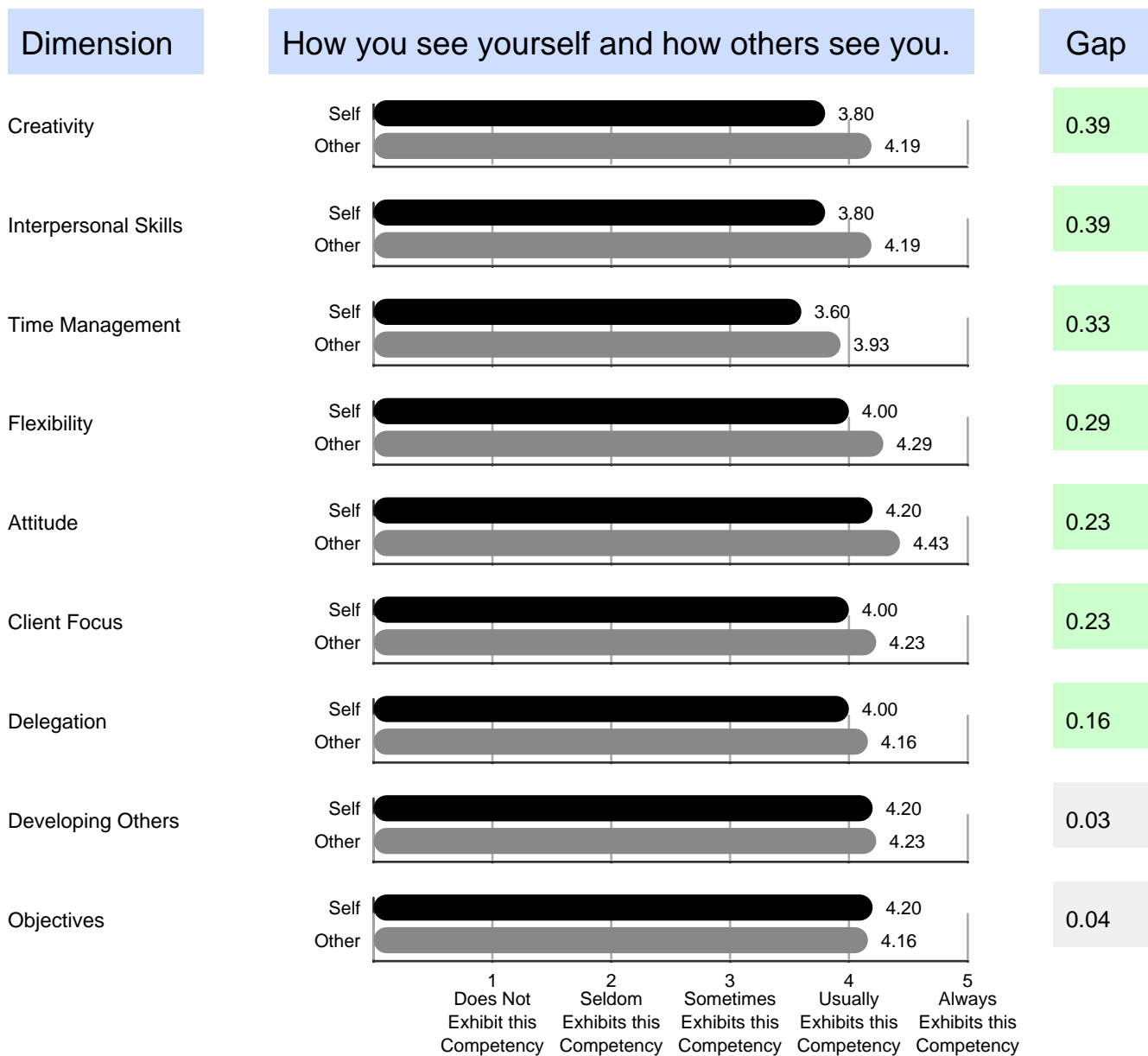
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



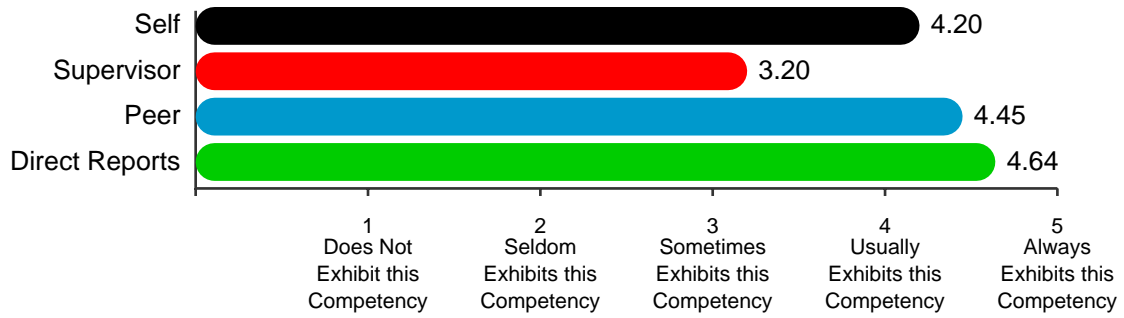
## Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



# Attitude

## Summary Scores



1. Works to eliminate unnecessary work or barriers that get in others' way.



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



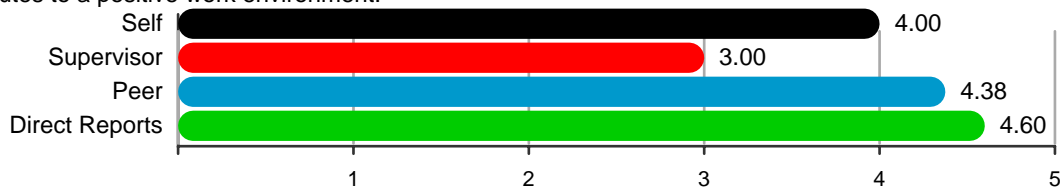
3. Is gracious and professional in their interactions with others.



4. Shows by their actions that they trust in the positive intentions of others.



5. Contributes to a positive work environment.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

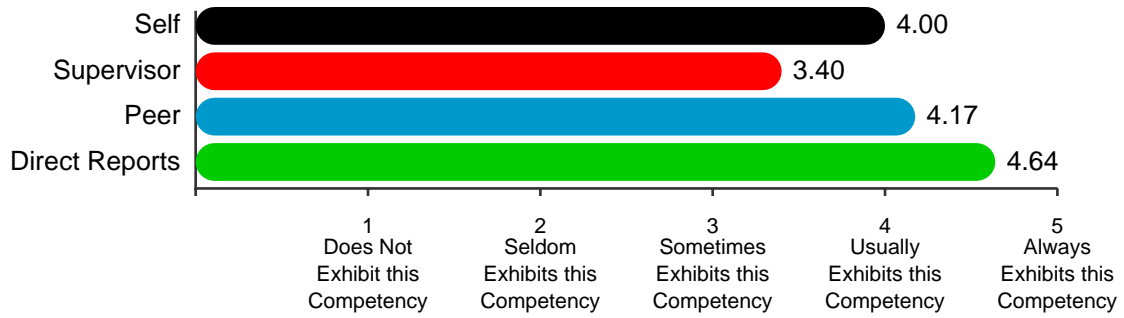
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Works to eliminate unnecessary work or barriers that get in others' way.	15	4.20	93.3	7%		67%		27%
2. Visibly supports and encourages diversity in style and background.	15	4.87	100.0	13%		87%		
3. Is gracious and professional in their interactions with others.	15	4.27	93.3	7%		60%		33%
4. Shows by their actions that they trust in the positive intentions of others.	15	4.40	86.7	13%	33%		53%	
5. Contributes to a positive work environment.	15	4.33	93.3	7%		53%		40%

### Comments:

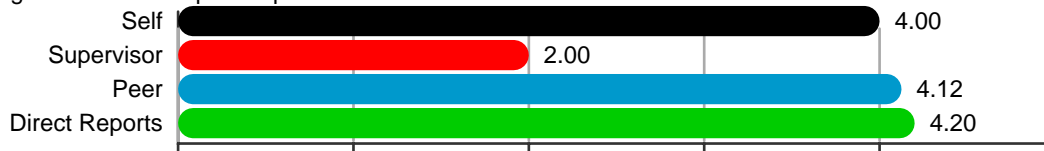
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- \_\_\_\_\_ is a great team member who cares about his team, the quality of his work, and the organization.
- \_\_\_\_\_ sets high standards for his team and ensures they perform professionally.
- 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.
- \_\_\_\_\_ is the consummate professional and pleasure to work with.

# Flexibility

## Summary Scores



### 6. Encourages others to adopt new procedures.



### 7. Able to adapt to new situations.



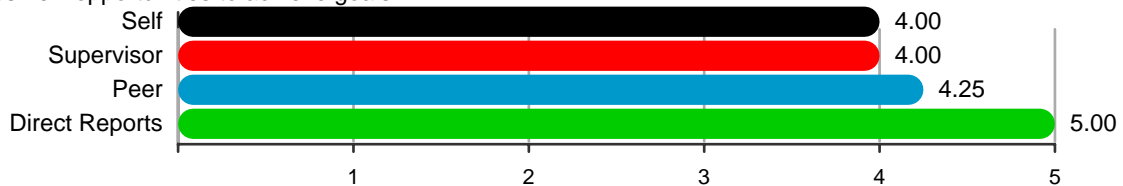
### 8. Is open to alternative ways to accomplish goals



### 9. Adapts to new organizational structures, policies, or procedures.



### 10. Identifies new opportunities to achieve goals



## Level of Skill

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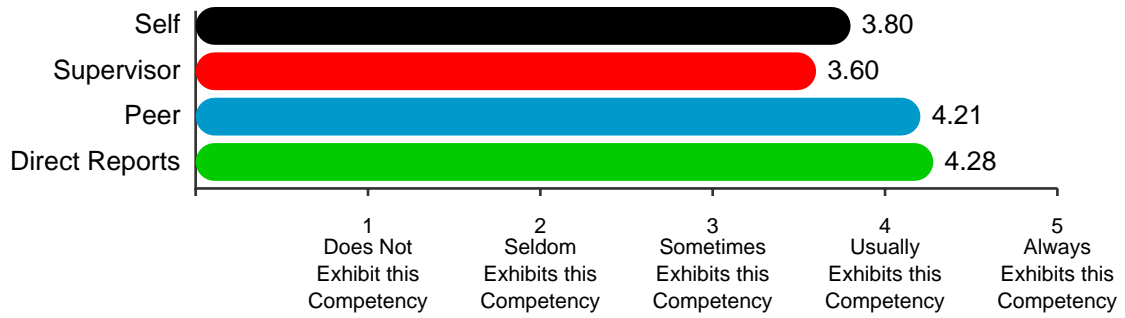
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Encourages others to adopt new procedures.	15	4.00	80.0	7%	13%	53%	27%	
7. Able to adapt to new situations.	15	4.07	80.0		20%	53%	27%	
8. Is open to alternative ways to accomplish goals	15	4.33	93.3	7%	47%		47%	
9. Adapts to new organizational structures, policies, or procedures.	15	4.47	93.3	7%	40%		53%	
10. Identifies new opportunities to achieve goals	15	4.47	93.3	7%	40%		53%	

### Comments:

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- \_\_\_\_\_ is very sharp and plays a vital role in this organization
- \_\_\_\_\_ has done tremendous work this past year in the Finance team.
- I do very much appreciate that \_\_\_\_\_ will support me in a decision when needed.
- I value \_\_\_\_\_'s insight, knowledge and assistance on complex issues. He is a great team member.
- \_\_\_\_\_'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.

# Creativity

## Summary Scores



### 11. Inspires creativity in their team.



### 12. Is creative.



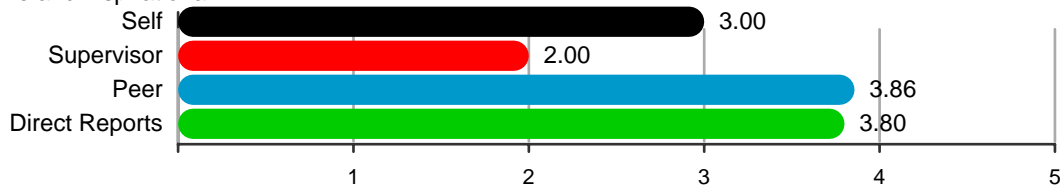
### 13. Conceives, implements and evaluates ideas.



### 14. Develops solutions to challenging problems.



### 15. Is creative and inspirational.





## Level of Skill

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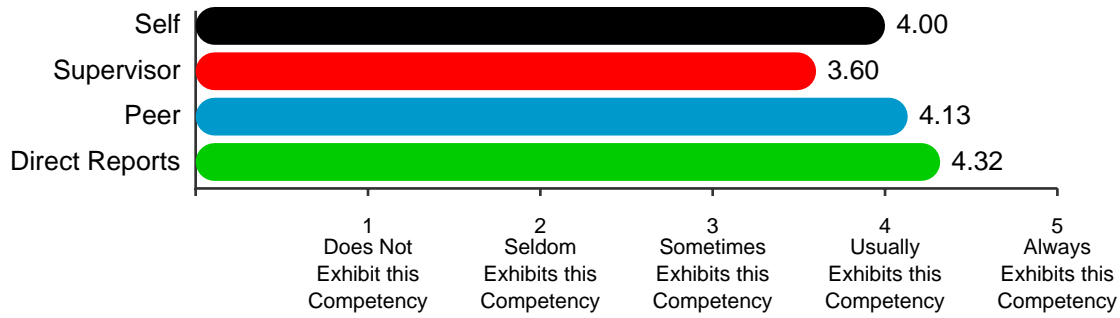
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Inspires creativity in their team.	15	4.60	100.0			40%	60%	
12. Is creative.	15	4.27	100.0			73%	27%	
13. Conceives, implements and evaluates ideas.	15	4.33	100.0			67%	33%	
14. Develops solutions to challenging problems.	15	3.93	73.3	27%		53%	20%	
15. Is creative and inspirational.	14	3.64	57.1	14%	29%	36%	21%	

### Comments:

- \_\_\_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- Allocates resources in advance to ensure the required work can be completed.
- A willingness and flexibility to pitch in help where needed is important.
- \_\_\_\_\_'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- He strives for self improvement and is heavily invested in the same for others.

# Delegation

## Summary Scores



16. Defines the roles, responsibilities, required actions, and deadlines for team members.



17. Tells subordinates what to do, not how to do it.



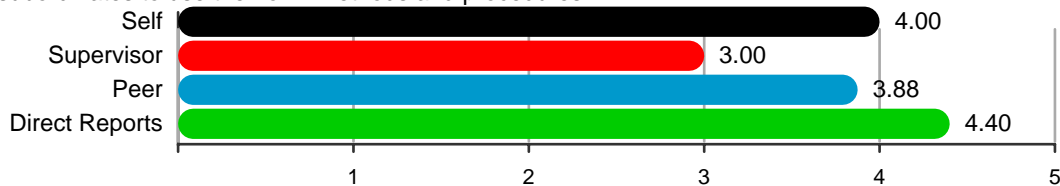
18. Sets clear and reasonable expectations for others and follows through on their progress.



19. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



20. Allows subordinates to use their own methods and procedures.



### Level of Skill

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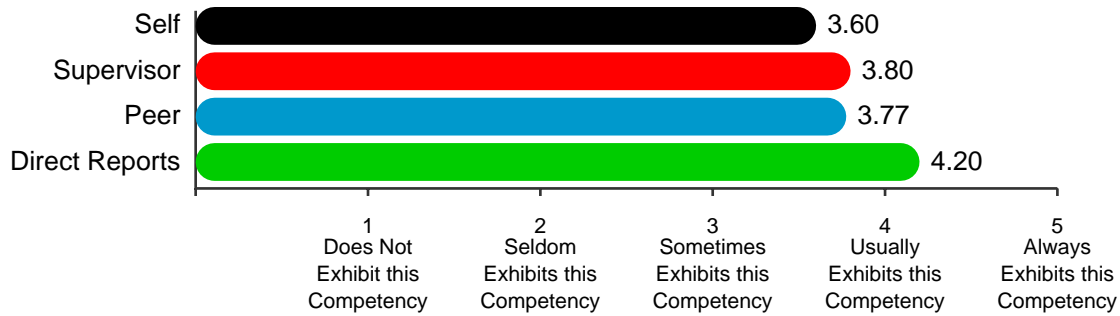
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.33	86.7	13%	40%	47%		
17. Tells subordinates what to do, not how to do it.	15	4.27	93.3	7%	60%	33%		
18. Sets clear and reasonable expectations for others and follows through on their progress.	14	4.00	92.9	7%	86%	7%		
19. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	14	4.14	85.7	7%	7%	50%	36%	
20. Allows subordinates to use their own methods and procedures.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- \_\_\_\_\_ 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.
- \_\_\_\_\_ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- Could benefit from increasing awareness on how much influence they have on the department.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- \_\_\_\_\_ takes people where they want to go and pushes them to be their own success.
- I value \_\_\_\_\_ for so much more than his negotiating skills which are outstanding.

# Time Management

## Summary Scores



### 21. Avoids distractions in the workplace.



### 22. Focuses on tasks that have high priority.



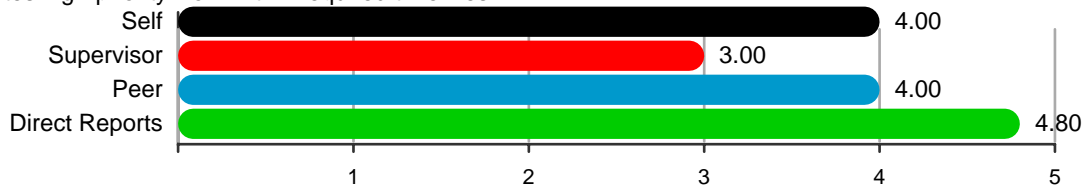
### 23. Does not become flustered by deadlines and timelines.



### 24. Sets a good balance between work and family life.



### 25. Completes high-priority work within required timelines.



## Level of Skill

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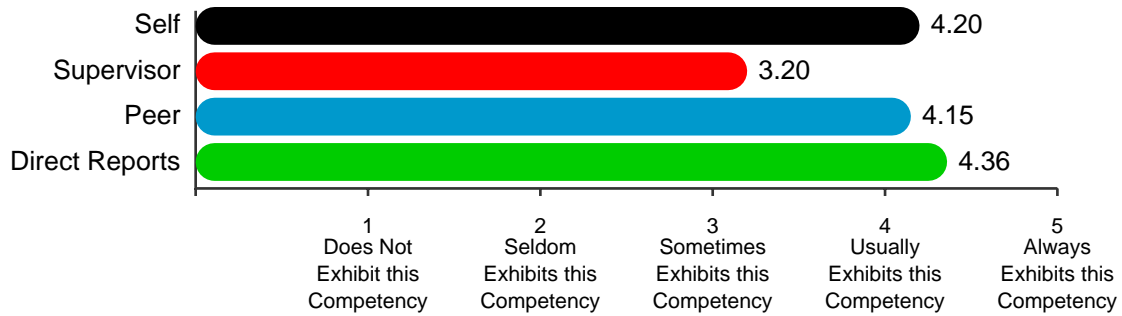
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Avoids distractions in the workplace.	15	4.00	66.7	13%	20%	20%	47%	
22. Focuses on tasks that have high priority.	15	3.47	53.3	13%	33%	47%	7%	
23. Does not become flustered by deadlines and timelines.	15	3.60	66.7	13%	20%	60%	7%	
24. Sets a good balance between work and family life.	15	4.27	86.7	7%	7%	40%	47%	
25. Completes high-priority work within required timelines.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

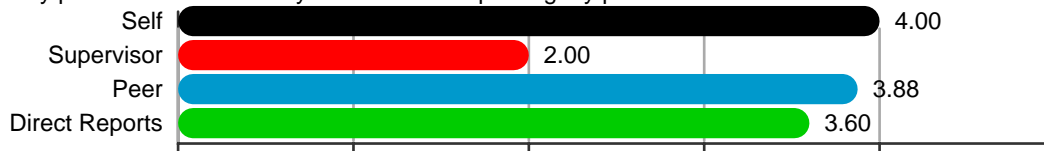
- \_\_\_\_\_ has done a wonderful job in supporting his team and making himself available.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_\_\_ has grown and proven himself to be an effective leader in the imaging department.
- He has taken his team to the next level.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.
- He values our feedback and takes our recommendations seriously.

# Objectives

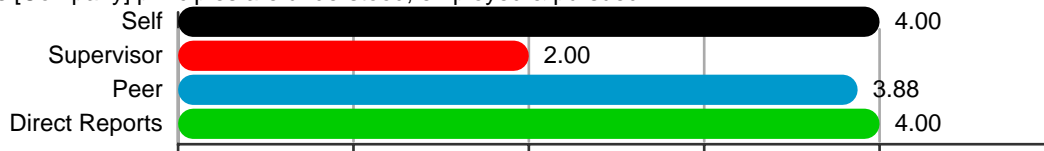
## Summary Scores



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



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



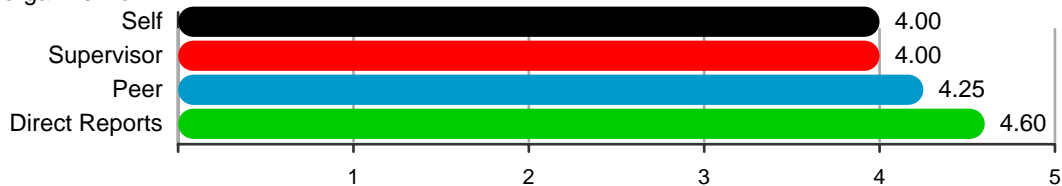
28. Effectively organizes resources and plans



29. Communicates goals and objectives to employees.



30. Able to organize work.



### Level of Skill

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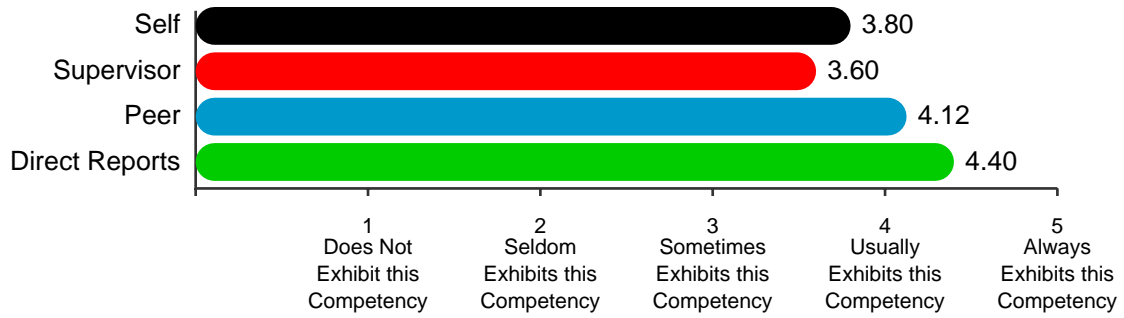
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Consistently provides me with timely feedback for improving my performance.	15	3.67	66.7	20%	13%	47%	20%	
27. Assures [Company] principles are understood, employed & pursued.	15	3.80	73.3	20%	7%	47%	27%	
28. Effectively organizes resources and plans	15	4.33	86.7		13%	40%	47%	
29. Communicates goals and objectives to employees.	15	4.67	100.0			33%	67%	
30. Able to organize work.	15	4.33	100.0			67%	33%	

Comments:

- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- \_\_\_\_\_ has made great strides with increasing communication and teamwork within his reports.
- I can not say enough good things about \_\_\_\_\_.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.
- I think that \_\_\_\_\_ is making good strides in setting expectations through clear communication.
- \_\_\_\_\_ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.

# Interpersonal Skills

## Summary Scores



### 31. Strives for win/win solutions



### 32. Builds a strong rapport with co-workers.



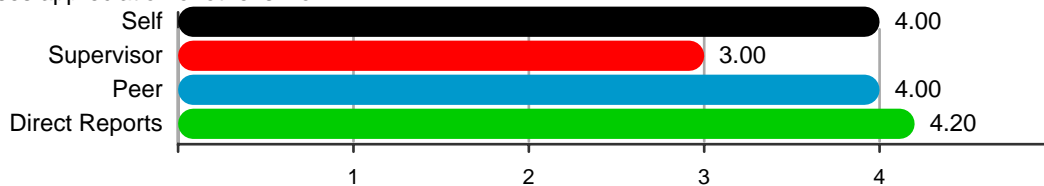
### 33. Successfully resolves conflicts and grievances to a win-win solution.



### 34. Anticipates the concerns of other employees.



### 35. Expresses appreciation of other's work.





### Level of Skill

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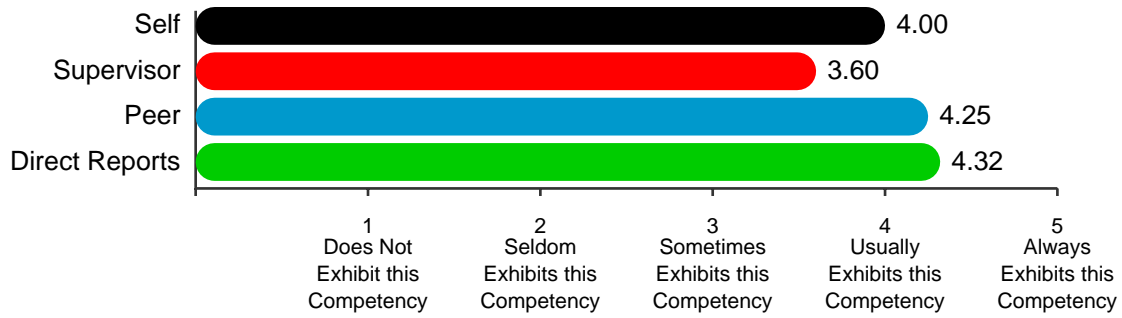
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Strives for win/win solutions	15	4.07	80.0	20%		53%		27%
32. Builds a strong rapport with co-workers.	15	4.47	100.0			53%		47%
33. Successfully resolves conflicts and grievances to a win-win solution.	15	4.13	80.0	20%		47%		33%
34. Anticipates the concerns of other employees.	15	4.13	86.7	13%		60%		27%
35. Expresses appreciation of other's work.	15	4.00	80.0	20%		60%		20%

Comments:

- \_\_\_\_\_ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- \_\_\_\_\_ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- \_\_\_\_\_ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.
- \_\_\_\_\_ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- \_\_\_\_\_ is the best employee the department has employed.

# Client Focus

## Summary Scores



### 36. Obtains feedback to ensure client needs are being met.



### 37. Is pro-active in dealing with clients and addressing their needs.



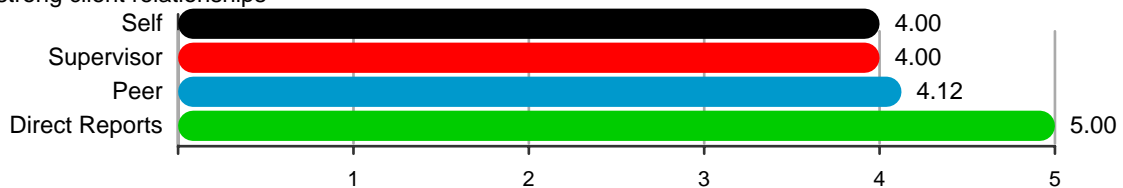
### 38. Maintains strong relationships with clients.



### 39. Satisfies client needs.



### 40. Forms strong client relationships



### Level of Skill

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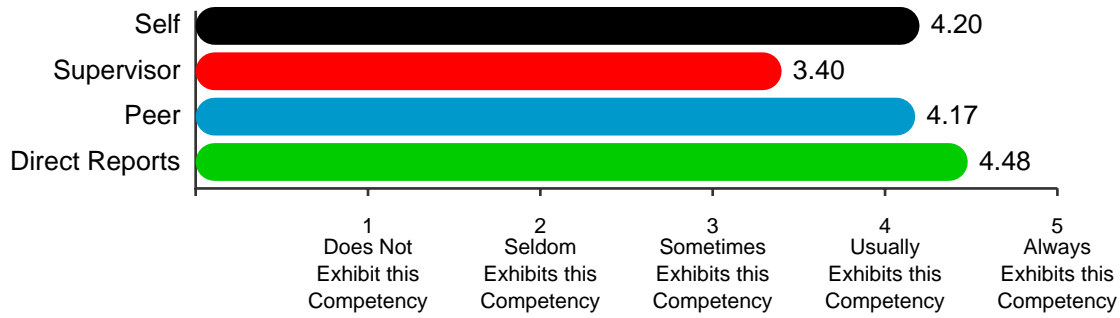
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Obtains feedback to ensure client needs are being met.	15	4.33	100.0			67%		33%
37. Is pro-active in dealing with clients and addressing their needs.	15	3.93	80.0	13%	7%		53%	27%
38. Maintains strong relationships with clients.	15	4.27	86.7		13%		47%	40%
39. Satisfies client needs.	15	4.13	86.7		13%		60%	27%
40. Forms strong client relationships	15	4.40	93.3		7%		47%	47%

Comments:

- \_\_\_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- You can always count on \_\_\_\_\_ to respond to emails and telephone calls and follow through with commitments.
- Don't work with him enough to observe the vast majority of these items.
- 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.
- \_\_\_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_\_\_ has had tendency to lose staff or participants in his communication. To his merit, \_\_\_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.
- \_\_\_\_\_'s dedication and leadership in the management development program is evident.

# Developing Others

## Summary Scores



41. Sets performance objectives for subordinates that encourages development opportunities.



42. Creates a work environment that fosters positive feedback to employees.



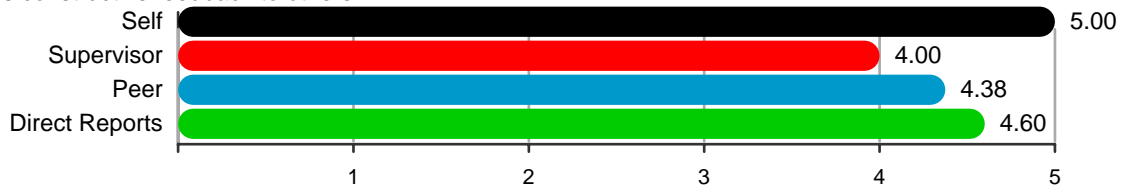
43. Recognizes and celebrates accomplishments of others.



44. Creates opportunities for professional development.



45. Provides constructive feedback to others.



## 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. Sets performance objectives for subordinates that encourages development opportunities.	15	4.33	93.3	7%	53%	40%		
42. Creates a work environment that fosters positive feedback to employees.	15	4.20	80.0	20%	40%	40%		
43. Recognizes and celebrates accomplishments of others.	15	4.13	86.7	13%	60%	27%		
44. Creates opportunities for professional development.	15	4.00	86.7	13%	73%	13%		
45. Provides constructive feedback to others.	15	4.47	93.3	7%	40%	53%		

### Comments:

- \_\_\_\_\_ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- \_\_\_\_\_ is a great team player for our organization as a whole and for the Department itself.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- \_\_\_\_\_ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- He is in an often times impossible position and is doing well all things considered
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

## 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?

- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- \_\_\_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- It has been a pleasure working with \_\_\_\_\_. His interactions with customers have improved over the last year.
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- \_\_\_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.

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

- He would benefit from soliciting more feedback and pushing others to do more.
- You can always count on \_\_\_\_\_ to respond to emails and telephone calls and follow through with commitments.
- Experience, mentoring and self-confidence.
- Our desire to improve loss rates has been encouraged and supported by \_\_\_\_\_.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- \_\_\_\_\_ encourages us as directors to go out with one voice and keeps us accountable.

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

- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- He presents a clear picture of where the department is now and where we need to be headed.
- Confidence is the only thing I think he needs to improve on.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- \_\_\_\_\_ is a great role model and leader. Others could learn from his style.
- \_\_\_\_\_ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad \_\_\_\_\_ has joined the team.

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

- From what I can see \_\_\_\_\_ meets or exceeds all of these leadership roles but remember he is not my manager.
- Outstanding leader.
- \_\_\_\_\_ always has the customer at the center of focus.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- Lean on team to help reduce burden and establish clear expectations.

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

- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- \_\_\_\_\_ is a great manager, committed to each employee in our department.
- Appreciate \_\_\_\_\_'s dedication to making the facilities cleaner. Results are evident.
- \_\_\_\_\_ is very sharp and plays a vital role in this organization
- I do very much appreciate that \_\_\_\_\_ will support me in a decision when needed.
- 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.

### Any final comments?

- I appreciate his commitment in this area.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- \_\_\_\_\_ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, he is able to listen and alter his approach for consideration to staff's views.
- The most important attribute that \_\_\_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- \_\_\_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with him.