



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.

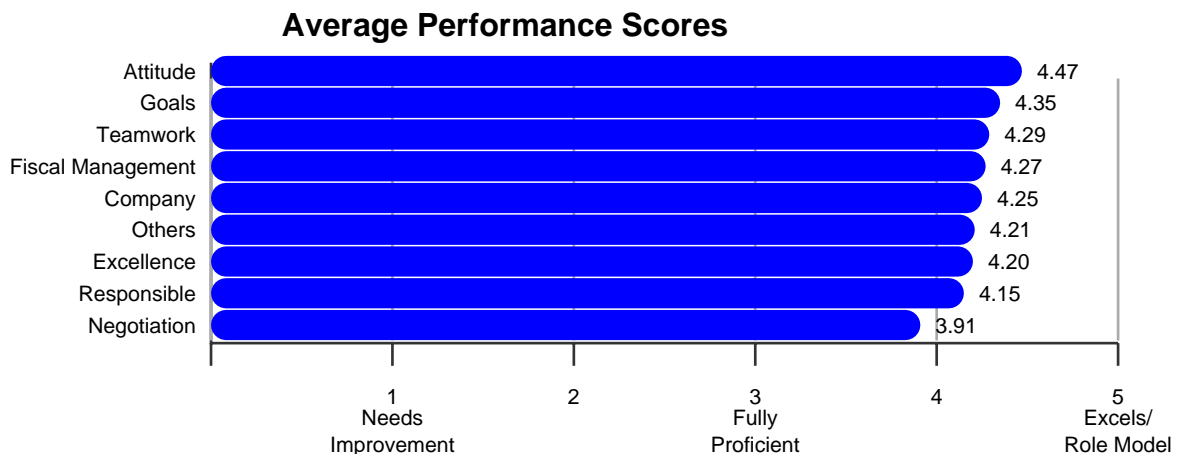
What to Do with Your Feedback

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

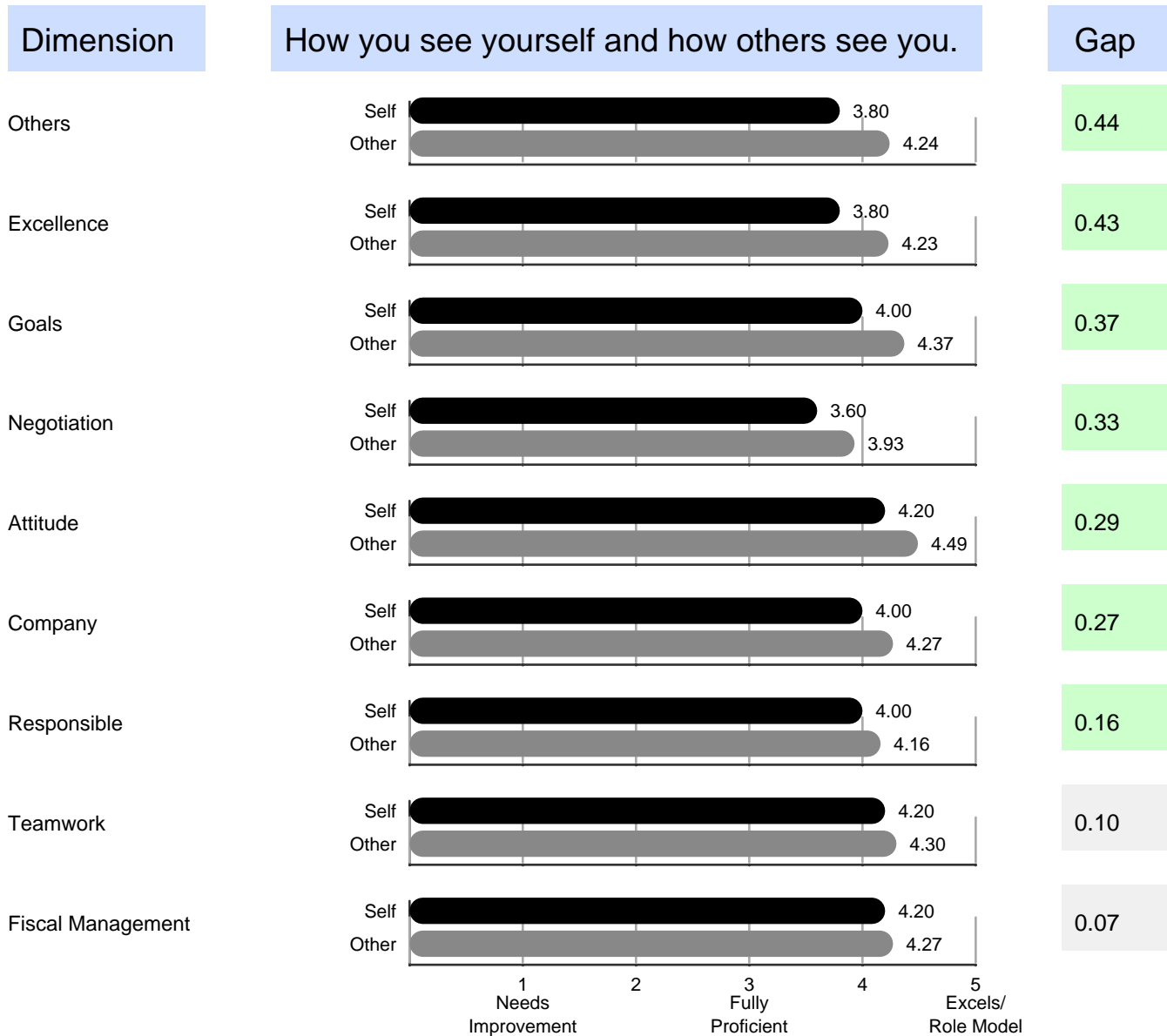
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



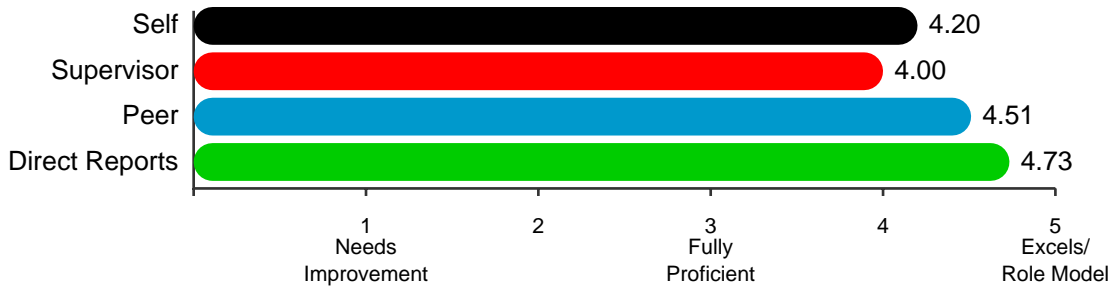
Gap Analysis

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. Treats all people fairly and with respect.



2. Contributes to a positive work environment.



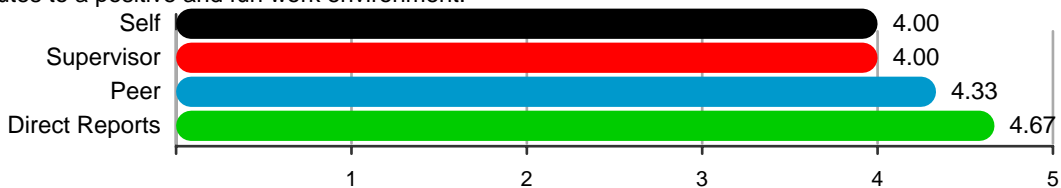
3. Works to eliminate unnecessary work or barriers that get in others' way.



4. Builds open and trusting relationships.



5. Contributes to a positive and fun 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 (Needs Improvement) to green (Excels/ Role Model).

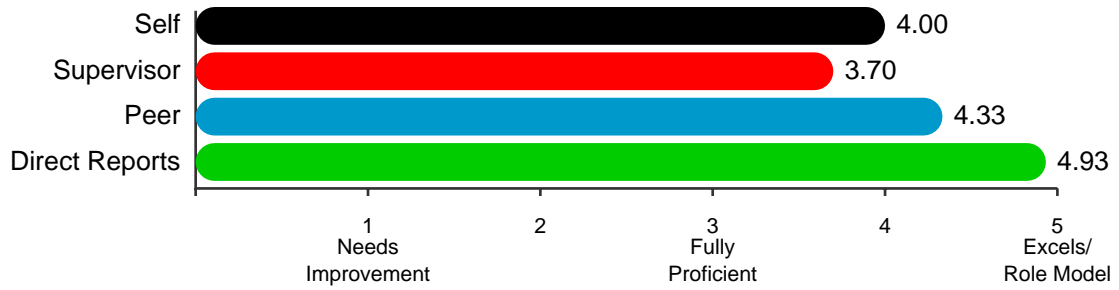
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Treats all people fairly and with respect.	15	4.20	93.3	7%	67%	27%
2. Contributes to a positive work environment.	15	4.87	100.0	13%	87%	
3. Works to eliminate unnecessary work or barriers that get in others' way.	15	4.33	93.3	7%	53%	40%
4. Builds open and trusting relationships.	15	4.60	93.3	7%	27%	67%
5. Contributes to a positive and fun work environment.	15	4.33	93.3	7%	53%	40%

Comments:

- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- I look forward to working with her in her new role.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.

Goals

Summary Scores



6. Establishes and documents goals and objectives.



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



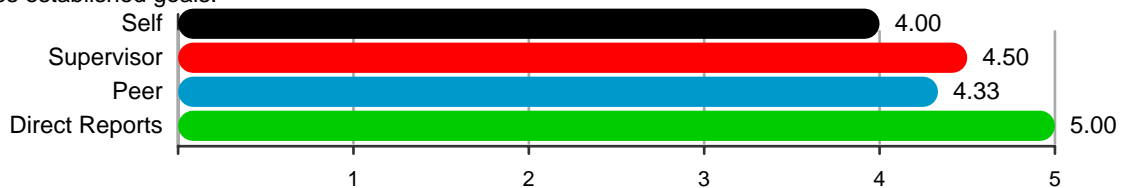
8. Achieves goals.



9. Goal Setting



10. Achieves established goals.



Level of Skill

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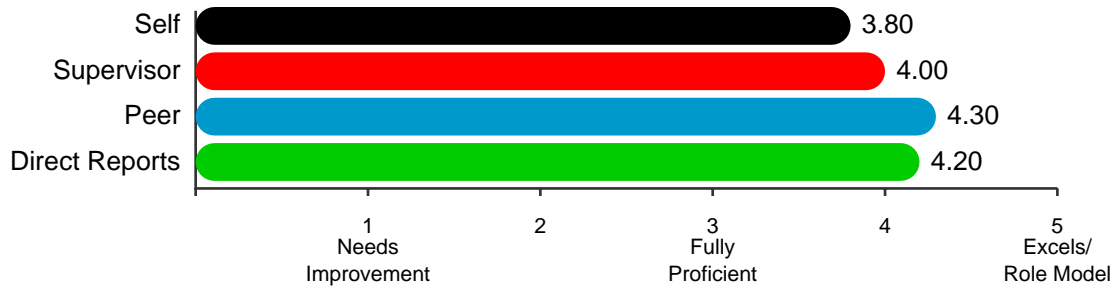
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
6. Establishes and documents goals and objectives.	15	4.20	93.3	7%	60%	33%
7. Makes sure that I have a clear idea of our group's goals.	15	4.20	86.7	13%	53%	33%
8. Achieves goals.	15	4.40	93.3	7%	47%	47%
9. Goal Setting	15	4.47	93.3	7%	40%	53%
10. Achieves established goals.	15	4.47	93.3	7%	40%	53%

Comments:

- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- Shows curiosity.

Excellence

Summary Scores



11. Demonstrates the functional or technical skills necessary to do their job.



12. Demonstrates the analytical skills to do their job.



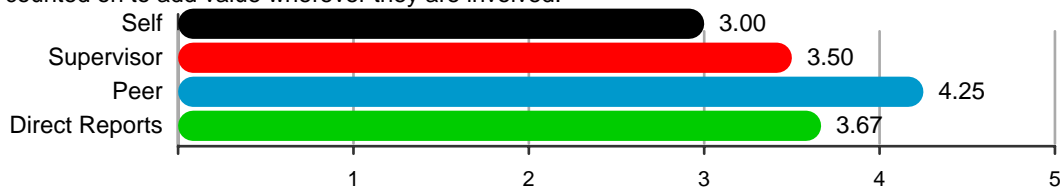
13. Produces high quality work.



14. Keeps themselves and others focused on constant improvement.



15. Can be counted on to add value wherever they are involved.



Level of Skill

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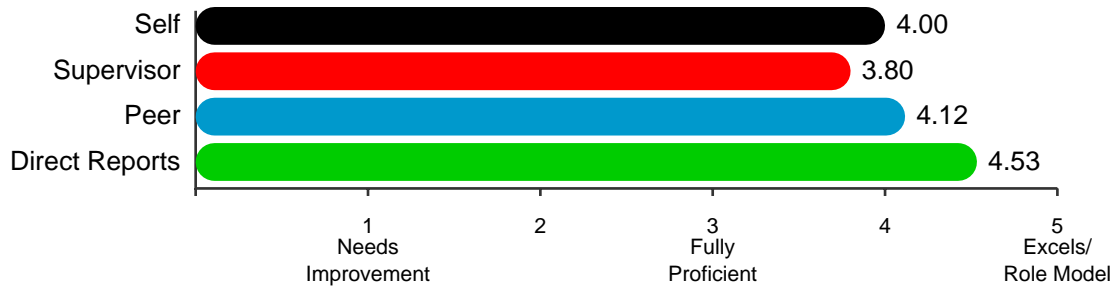
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Demonstrates the functional or technical skills necessary to do their job.	15	4.53	100.0	47%	53%	
12. Demonstrates the analytical skills to do their job.	15	4.27	100.0	73%	27%	
13. Produces high quality work.	15	4.33	100.0	67%	33%	
14. Keeps themselves and others focused on constant improvement.	15	3.93	73.3	27%	53%	20%
15. Can be counted on to add value wherever they are involved.	14	3.93	71.4	7%	21%	43% 29%

Comments:

- Always looking for ways to grow as a person. Inspires others to do the same.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- She has established credibility and trust with all the directors and managers.
- 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 her expectations are clear, her communication is superb and there is a lot to learn from her.
- I think 16 & 17 relate in the sense that I believe ____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- ____ exemplifies all of the above.

Responsible

Summary Scores



16. Completes assigned work tasks.



17. ...takes personal responsibility for results.



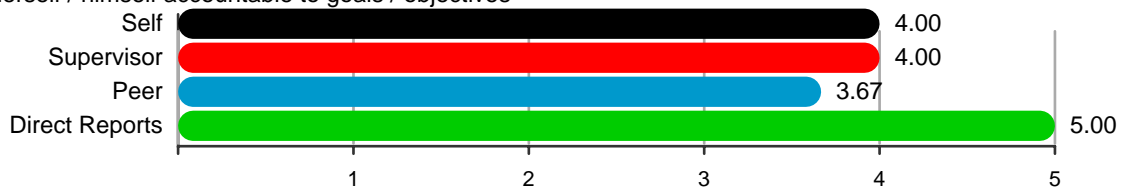
18. Sets high personal standards of performance.



19. Responsible for setting the vision of the department.



20. Holds herself / himself accountable to goals / objectives



Level of Skill

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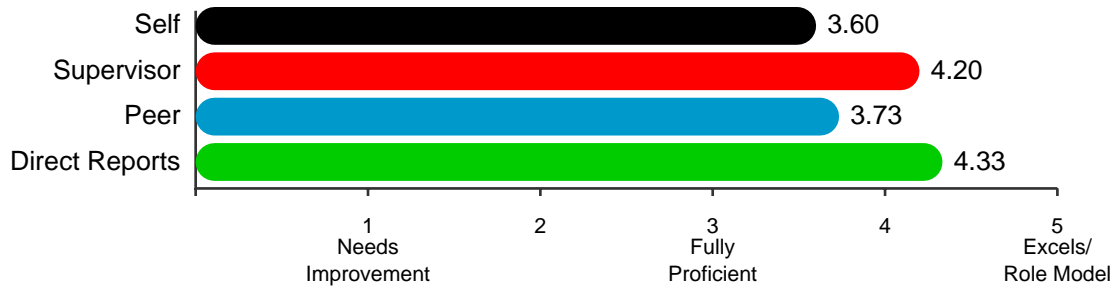
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Completes assigned work tasks.	15	4.33	86.7	13%	40%	47%	
17. ...takes personal responsibility for results.	15	4.20	86.7	13%	53%	33%	
18. Sets high personal standards of performance.	14	3.93	92.9	7%	86%	7%	
19. Responsible for setting the vision of the department.	14	4.29	92.9	7%	50%	43%	
20. Holds herself / himself accountable to goals / objectives	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Her quality of work is good.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

Negotiation

Summary Scores



21. Stays calm and focuses on the core issues to be discussed.



22. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.



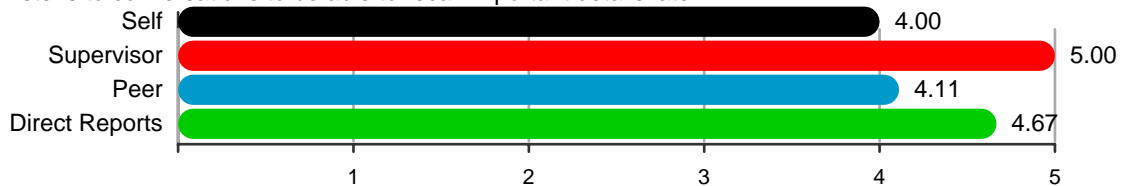
23. Able to control their emotional responses and correctly gauge the emotions of others.



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



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



Level of Skill

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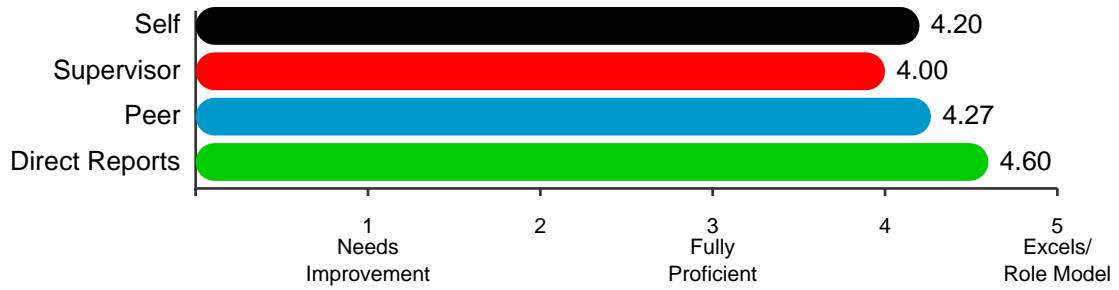
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Stays calm and focuses on the core issues to be discussed.	15	3.93	66.7	13%	20%	27%		40%
22. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	3.47	53.3	13%	33%	47%		7%
23. Able to control their emotional responses and correctly gauge the emotions of others.	15	3.60	66.7	13%	20%	60%		7%
24. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	4.20	86.7	7%	7%	47%		40%
25. Actively listens to conversations to be able to recall important details later.	15	4.33	86.7	7%	7%	33%		53%

Comments:

- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- 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 her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- I like that she challenges me.

Teamwork

Summary Scores



26. Fosters respect and understanding among team members



27. Seeks and listens to other's contributions



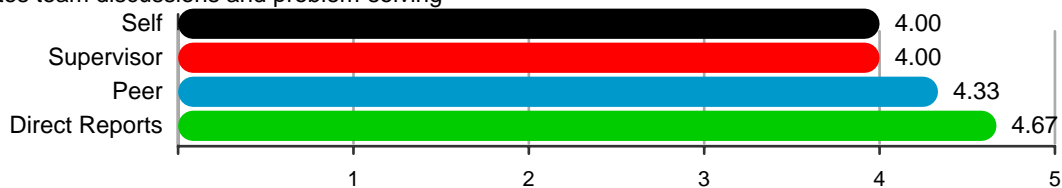
28. Encourages open communication



29. Communicates well with team members.



30. Facilitates team discussions and problem-solving



Level of Skill

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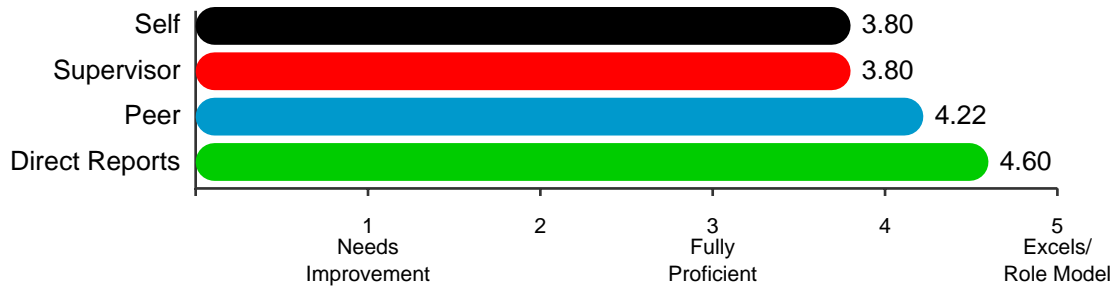
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Fosters respect and understanding among team members	15	3.87	73.3	13%	13%	47%	27%
27. Seeks and listens to other's contributions	15	4.07	80.0	7%	13%	47%	33%
28. Encourages open communication	15	4.53	100.0			47%	53%
29. Communicates well with team members.	15	4.67	100.0			33%	67%
30. Facilitates team discussions and problem-solving	15	4.33	100.0			67%	33%

Comments:

- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- She's a very hard worker and always helping out when needed.
- She is open to new ideas and ways to improve the service we provide.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- ___ is a rock amongst the management at [CompanyName].
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.

Others

Summary Scores



31. Is able to see issues from others' perspectives.



32. Treats others with respect and dignity.



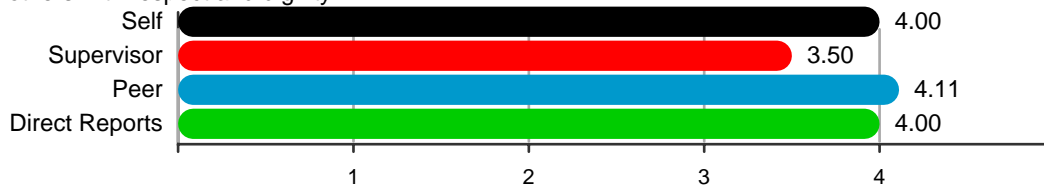
33. Consistently demonstrates ability and willingness to trust others.



34. Helpful



35. ...treats others with respect and dignity.



Level of Skill

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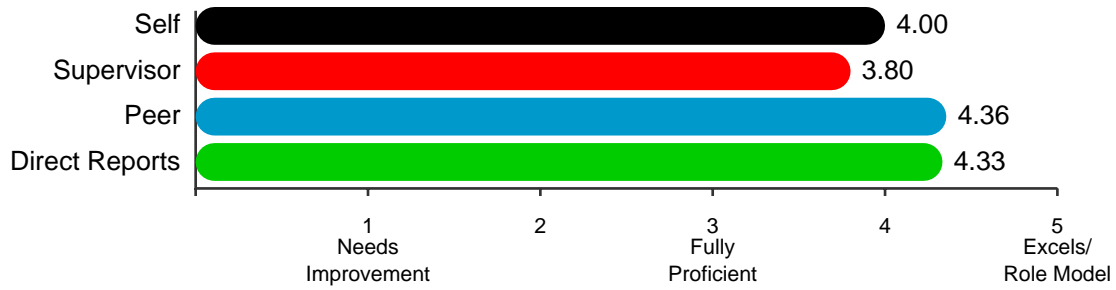
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Is able to see issues from others' perspectives.	15	4.20	86.7	13%	53%	33%
32. Treats others with respect and dignity.	15	4.40	100.0		60%	40%
33. Consistently demonstrates ability and willingness to trust others.	15	4.20	86.7	13%	53%	33%
34. Helpful	15	4.27	93.3	7%	60%	33%
35. ...treats others with respect and dignity.	15	4.00	80.0	20%	60%	20%

Comments:

- ___ has excellent communication skills with both staff and her management team.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.

Company

Summary Scores



36. Follows existing procedures and processes.



37. Understands the use of [Company] products and services.



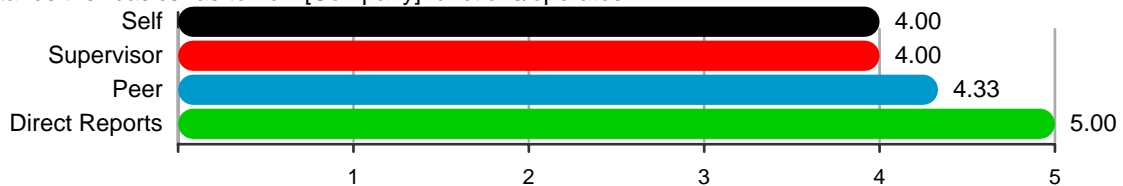
38. Expresses loyalty and dedication to [Company] in interactions with others.



39. Understands how decisions impact other business units beyond their immediate department of work group.



40. Understands the "basics" as to how [Company] functions/operates.



Level of Skill

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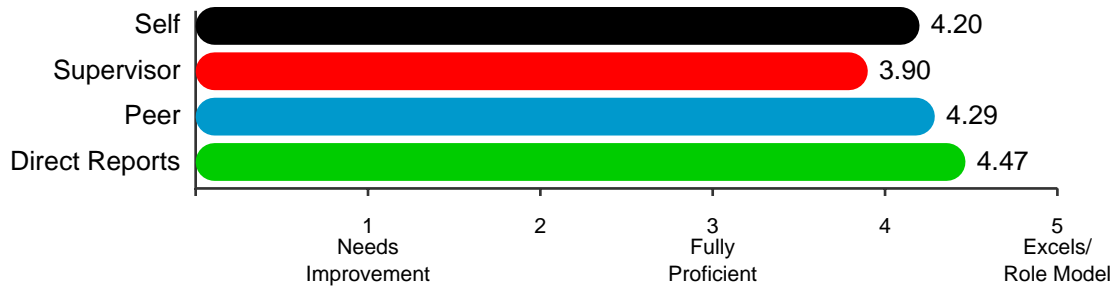
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
36. Follows existing procedures and processes.	15	4.20	93.3	7%	67%	27%
37. Understands the use of [Company] products and services.	15	4.27	93.3	7%	60%	33%
38. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.27	86.7	13%	47%	40%
39. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.13	86.7	13%	60%	27%
40. Understands the "basics" as to how [Company] functions/operates.	15	4.40	93.3	7%	47%	47%

Comments:

- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- She is a team player and willing to help other departments and staff when needed.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.

Fiscal Management

Summary Scores



41. Develops of the department's annual budget.



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



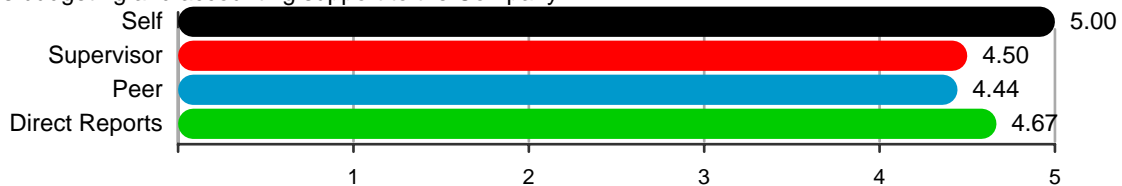
43. Ensures others follow the correct rules and regulations on fiscal matters.



44. Effective in using Company's resources.



45. Provides budgeting and accounting support to the Company.



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
41. Develops of the department's annual budget.	15	4.33	93.3	7%	53%	40%
42. Monitors expenses and verifies the need for items purchased.	15	4.33	93.3	7%	53%	40%
43. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.13	86.7	13%	60%	27%
44. Effective in using Company's resources.	15	4.00	86.7	13%	73%	13%
45. Provides budgeting and accounting support to the Company.	15	4.53	100.0		47%	53%

Comments:

- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- Always available to give us what we need to succeed.
- Look up collaboration and you'll find ___'s picture beside the word.
- I appreciate her helpful and cheerful outlook!
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.

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?

- ___, more than most, takes what we've learned and implements changes.
- ___'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- ___ is an outstanding manager.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

What do you like best about working with this individual?

- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- Is a great teammate and valuable resource for the company. It is obvious she cares for the team
- Is very upbeat and quick to contribute to the team.
- I enjoy working with ___. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.

What do you like least about working with this individual?

- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.

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

- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.

- ___ is committed to our organization and leads by example.
- ___ addresses questions/concerns quickly and listens to staffs' needs.

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

- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- She has been and is a mentor for me.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.

Any final comments?

- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- She often involves her team in decision making and to determine how to achieve outcomes.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- ___ has excellent communication skills with both staff and her management team.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.