



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.

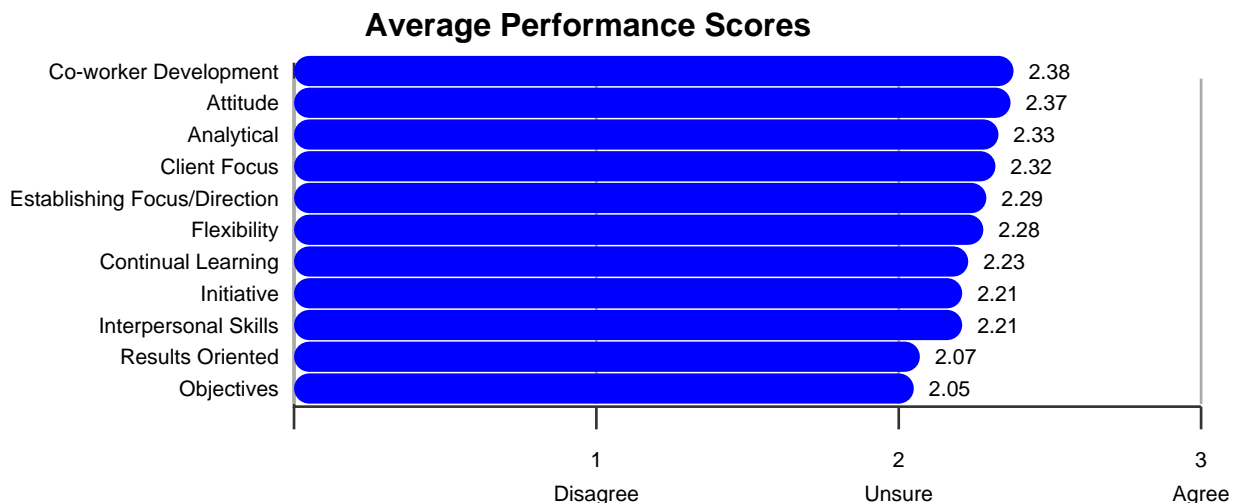
What to Do with Your Feedback

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 11 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.



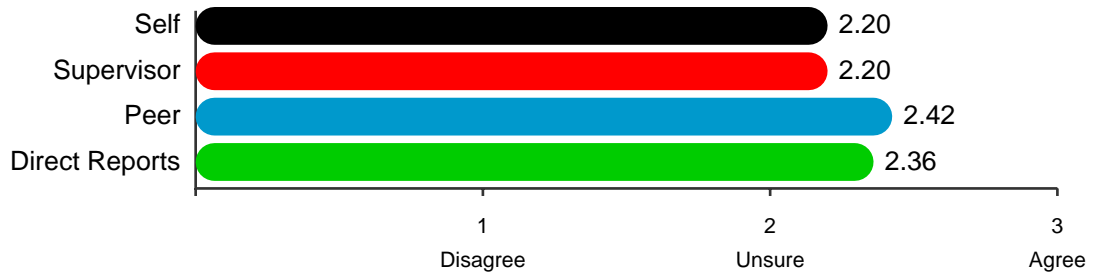
Gap Analysis

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

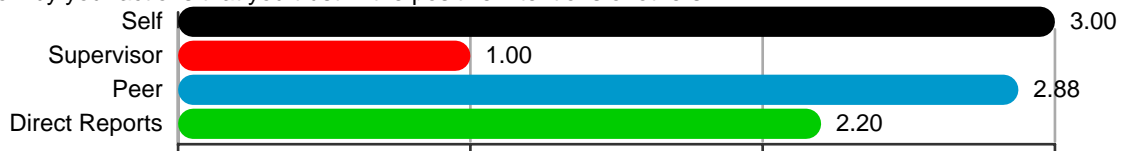
Summary Scores



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



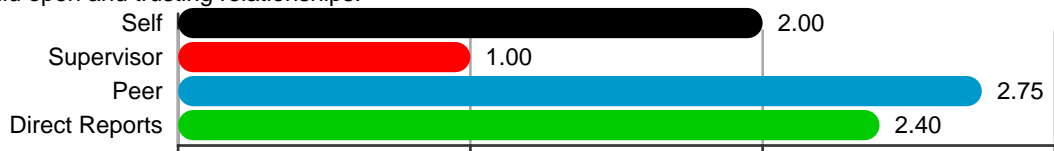
2. You show by your actions that you trust in the positive intentions of others.



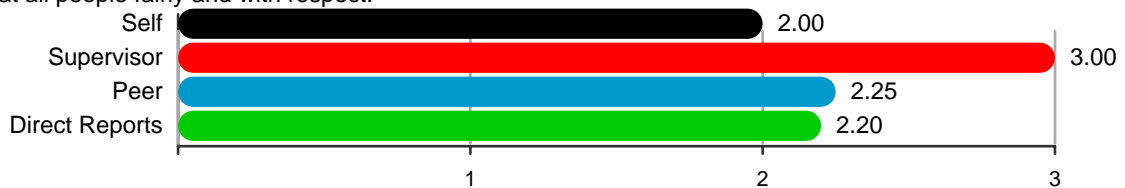
3. You visibly support and encourages diversity in style and background.



4. You build open and trusting relationships.



5. You treat all people fairly and with respect.



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).

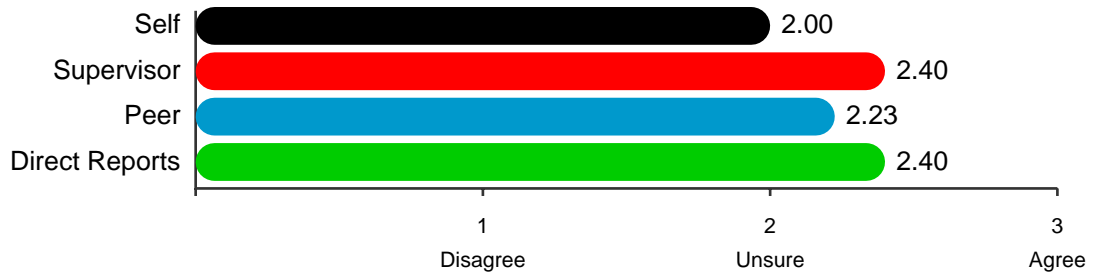
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You work to eliminate unnecessary work or barriers that get in others' way.	15	2.27	33.3	7%	60%	33%
2. You show by your actions that you trust in the positive intentions of others.	15	2.53	73.3	20%	7%	73%
3. You visibly support and encourages diversity in style and background.	15	2.33	40.0	7%	53%	40%
4. You build open and trusting relationships.	15	2.47	53.3	7%	40%	53%
5. You treat all people fairly and with respect.	15	2.27	40.0	13%	47%	40%

Comments:

- Because we lack clear direction and often focus on priorities, it can be extremely frustrating to work effectively and feel successful.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.

Flexibility

Summary Scores



6. You are effective in incorporating new ideas.



7. You can handle changes without complaining.



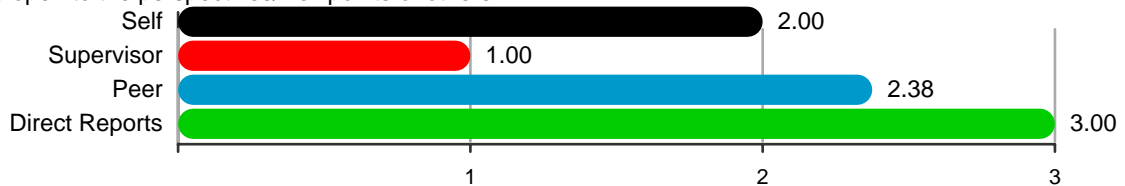
8. You encourage others to adopt new procedures.



9. You are open to alternative ways to accomplish goals



10. You are open to the perspectives/viewpoints of others.



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. You are effective in incorporating new ideas.	15	2.13	33.3	20%	47%	33%
7. You can handle changes without complaining.	15	2.07	26.7	20%	53%	27%
8. You encourage others to adopt new procedures.	15	2.33	40.0	7%	53%	40%
9. You are open to alternative ways to accomplish goals	15	2.40	53.3	13%	33%	53%
10. You are open to the perspectives/viewpoints of others.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- He is always looking to and listening to the staff for their and needs.
- He inspires us to remember that as leaders, anything's possible.
- _____ is an excellent employee, I do not know of any areas that need 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.
- I look forward to working with his in his new role.

Continual Learning

Summary Scores



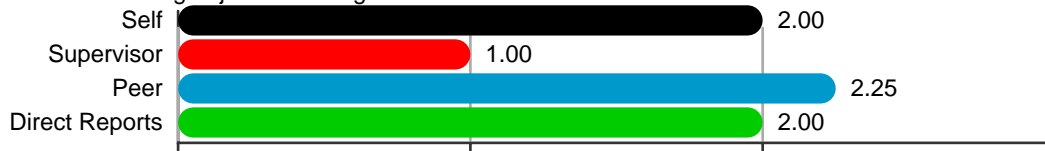
11. You pursue professional development opportunities when they arise.



12. You take charge of your training and skills enhancement.



13. You set relevant learning objectives and goals.



14. You share best practices with others and learn from others.



15. You pursue learning that will enhance job performance.



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).

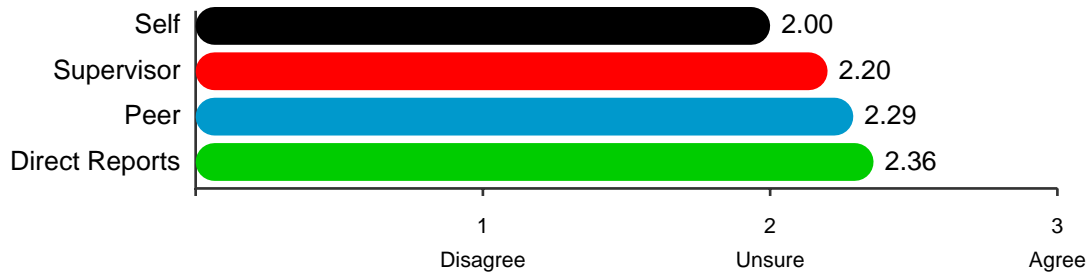
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You pursue professional development opportunities when they arise.	15	2.33	40.0	7%	53%	40%
12. You take charge of your training and skills enhancement.	15	2.07	20.0	13%	67%	20%
13. You set relevant learning objectives and goals.	15	2.07	26.7	20%	53%	27%
14. You share best practices with others and learn from others.	15	2.27	40.0	13%	47%	40%
15. You pursue learning that will enhance job performance.	14	2.43	50.0	7%	43%	50%

Comments:

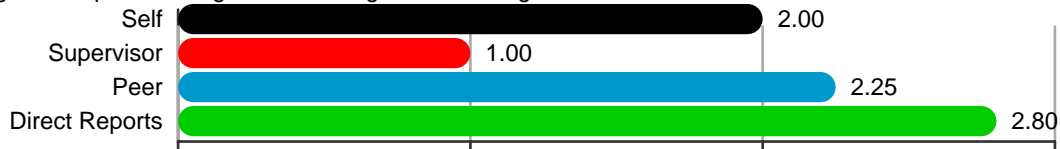
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- Job performance is excellent. Lucky to have _____ on our team.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.

Establishing Focus/Direction

Summary Scores



16. You align the department's goals with the goals of the organization.



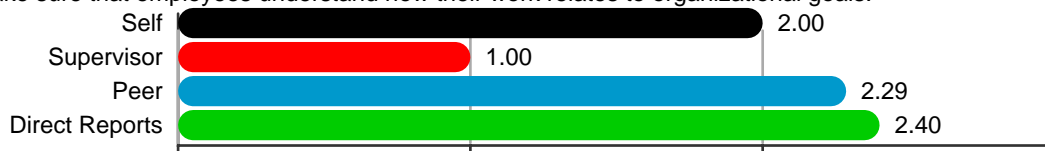
17. You maintain self-control when personally criticized.



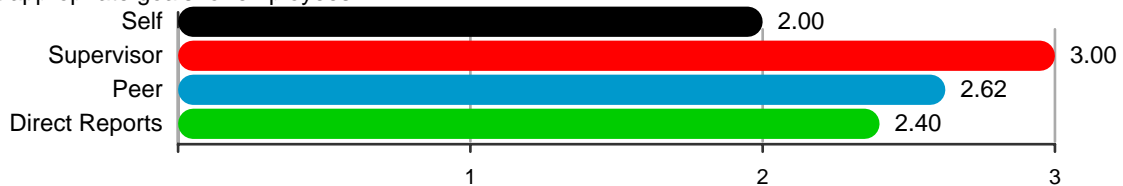
18. You maintain focus when handling several problems or tasks simultaneously.



19. You make sure that employees understand how their work relates to organizational goals.



20. You set appropriate goals for employees.



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).

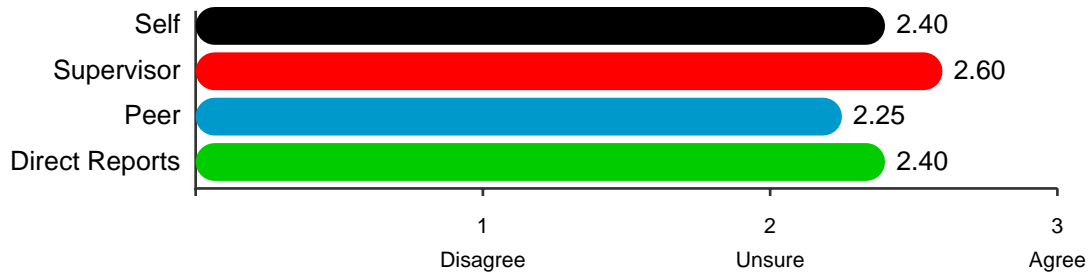
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. You align the department's goals with the goals of the organization.	15	2.33	46.7	13%	40%	47%
17. You maintain self-control when personally criticized.	15	2.33	40.0	7%	53%	40%
18. You maintain focus when handling several problems or tasks simultaneously.	14	2.00	14.3	14%	71%	14%
19. You make sure that employees understand how their work relates to organizational goals.	14	2.21	42.9	21%	36%	43%
20. You set appropriate goals for employees.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ does not shy away from making the tough calls and is respected by many members of our team.
- _____ is a very effective leader and a role model for other leaders.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- _____ is a good leader because he gives examples through his own behavior.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.

Analytical

Summary Scores



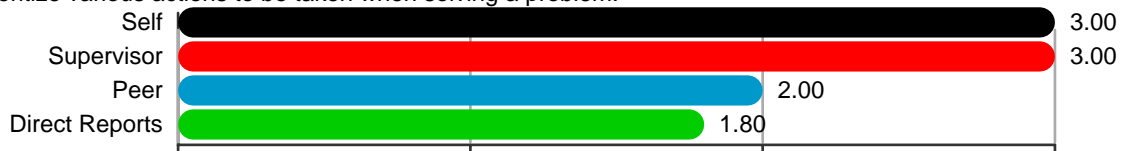
21. You identify opportunities for progress and innovation.



22. You use appropriate techniques to solve problems.



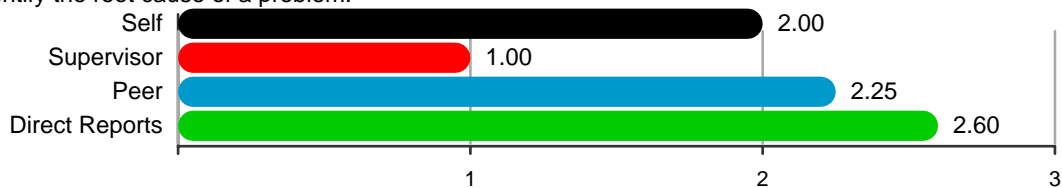
23. You prioritize various actions to be taken when solving a problem.



24. You select the appropriate techniques for analysis.



25. You identify the root cause of a problem.



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
21. You identify opportunities for progress and innovation.	15	2.60	66.7	7%	27%	67%
22. You use appropriate techniques to solve problems.	15	2.33	40.0	7%	53%	40%
23. You prioritize various actions to be taken when solving a problem.	15	2.07	20.0	13%	67%	20%
24. You select the appropriate techniques for analysis.	15	2.40	53.3	13%	33%	53%
25. You identify the root cause of a problem.	15	2.27	53.3	27%	20%	53%

Comments:

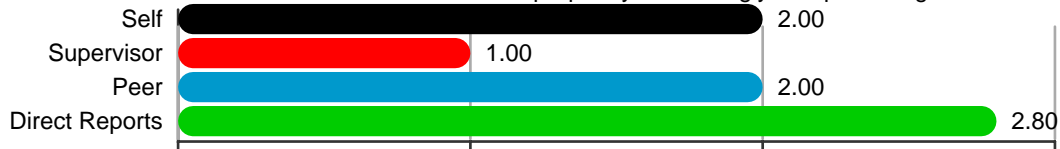
- _____ is very supportive and knows his area of expertise. He is a pleasure to work with.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____ is a great team player with an employee safety and satisfaction focus.
- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.

Initiative

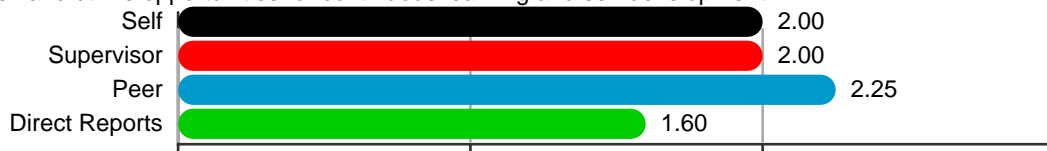
Summary Scores



26. You coach others to foster an environment which can adapt quickly and willingly to rapid change.



27. You seek and utilize opportunities for continuous learning and self-development.



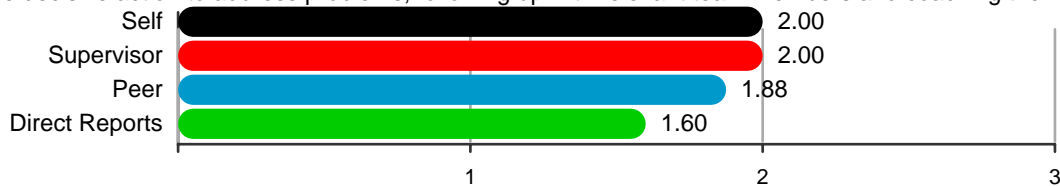
28. You immediately work to complete goals well before your deadline.



29. You go above and beyond the stated goals.



30. You take decisive action to address problems, following up with relevant team members and coaching them on how to improve.



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).

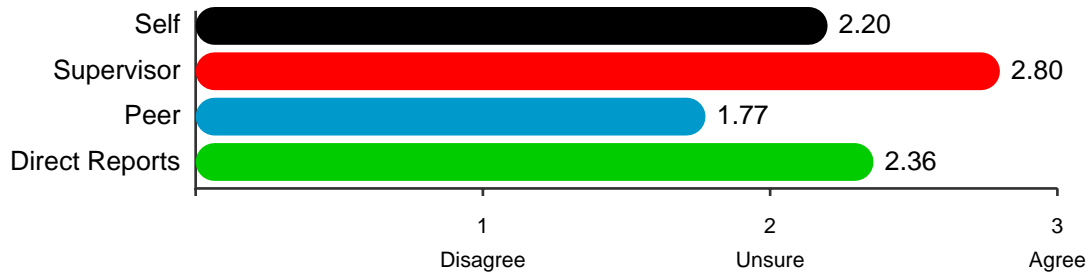
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.20	33.3	13%	53%	33%
27. You seek and utilize opportunities for continuous learning and self-development.	15	2.00	26.7	27%	47%	27%
28. You immediately work to complete goals well before your deadline.	15	2.47	53.3	7%	40%	53%
29. You go above and beyond the stated goals.	15	2.60	60.0		40%	60%
30. You take decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ always remembers the customer is at the center of what we do.
- He is friendly, courteous, and kind all while being very professional.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- I find him to be a stellar asset to our team at [CompanyName].
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.

Results Oriented

Summary Scores



31. You provide clear expectations for employees.



32. You do not become distracted by non-issues or interruptions.



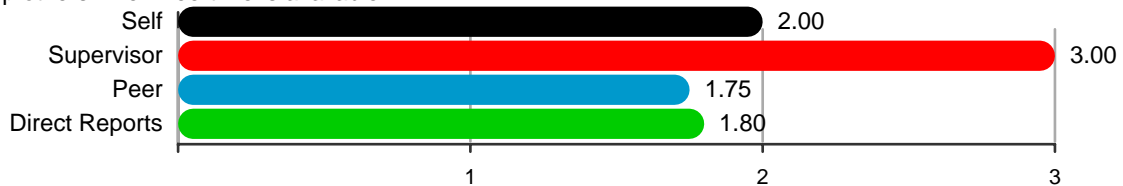
33. You stay focused on meeting the needs of customers.



34. You demonstrate the personal confidence to "stay the course," even when faced with difficulty



35. You help others when free-time is available.



Level of Skill

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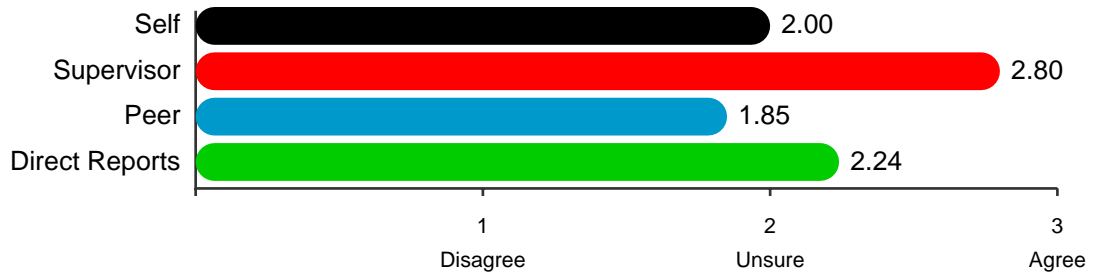
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You provide clear expectations for employees.	15	2.13	33.3	20%	47%	33%
32. You do not become distracted by non-issues or interruptions.	15	2.13	33.3	20%	47%	33%
33. You stay focused on meeting the needs of customers.	15	2.07	33.3	27%	40%	33%
34. You demonstrate the personal confidence to "stay the course," even when faced with difficulty	15	2.13	26.7	13%	60%	27%
35. You help others when free-time is available.	15	1.87	20.0	33%	47%	20%

Comments:

- He has an open door policy and is available when needed.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- He provides essential data in order to help explain decisions.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

Objectives

Summary Scores



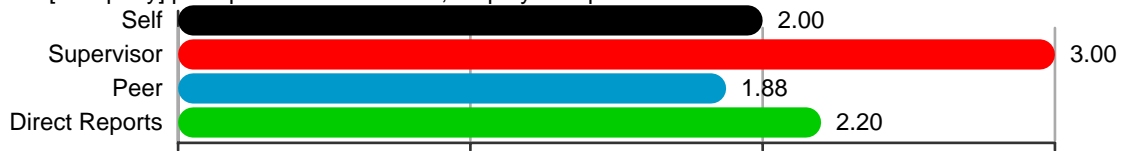
36. You encourage others to take on greater responsibility.



37. You are able to establish realistic goals.



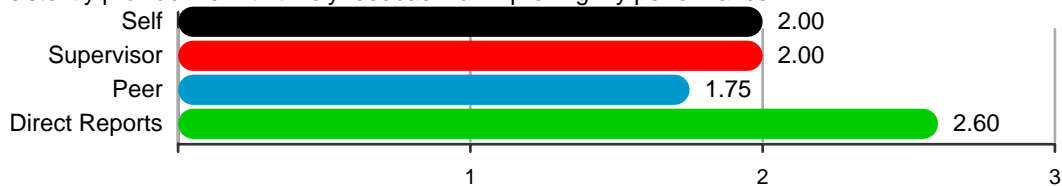
38. You assure [Company] principles are understood, employed & pursued.



39. You organize and schedules events, activities, and resources.



40. You consistently provide me with timely feedback for improving my performance.



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).

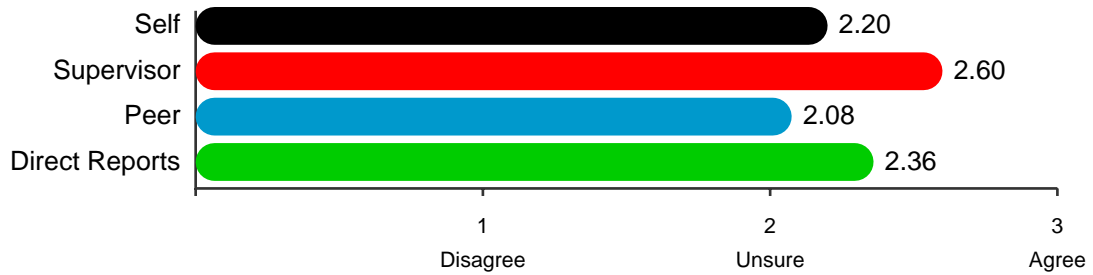
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You encourage others to take on greater responsibility.	15	1.87	20.0	33%	47%	20%
37. You are able to establish realistic goals.	15	1.93	13.3	20%	67%	13%
38. You assure [Company] principles are understood, employed & pursued.	15	2.07	33.3	27%	40%	33%
39. You organize and schedules events, activities, and resources.	15	2.33	33.3		67%	33%
40. You consistently provide me with timely feedback for improving my performance.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ has nothing but [CompanyName]'s best interest at heart.
- Lean on team to help reduce burden and establish clear expectations.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- 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.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- He follows up on questions and he is easily accessible. I think he is doing a great job!

Interpersonal Skills

Summary Scores



41. You value the opinions of others.



42. You provide constructive feedback in a way that fosters acceptance and development.



43. You use tact, compassion, and sensitivity in interactions with others.



44. You strive for win/win solutions



45. You create an atmosphere that supports the open expression of ideas



Level of Skill

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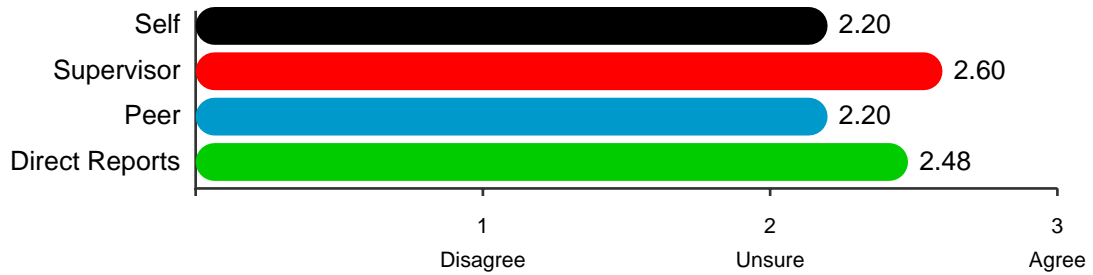
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. You value the opinions of others.	15	2.00	26.7	27%	47%	27%
42. You provide constructive feedback in a way that fosters acceptance and development.	15	2.13	33.3	20%	47%	33%
43. You use tact, compassion, and sensitivity in interactions with others.	15	2.20	40.0	20%	40%	40%
44. You strive for win/win solutions	15	2.20	26.7	7%	67%	27%
45. You create an atmosphere that supports the open expression of ideas	15	2.53	60.0	7%	33%	60%

Comments:

- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- _____ is a wonderful person to work for.

Client Focus

Summary Scores



46. You maintain strong relationships with clients.



47. You are pro-active in dealing with clients and addressing your needs.



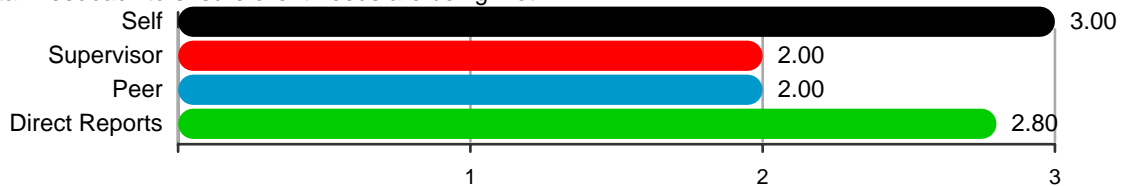
48. You look for opportunities that have a positive impact on Clients.



49. You form strong client relationships



50. You obtain feedback to ensure client needs are being met.



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).

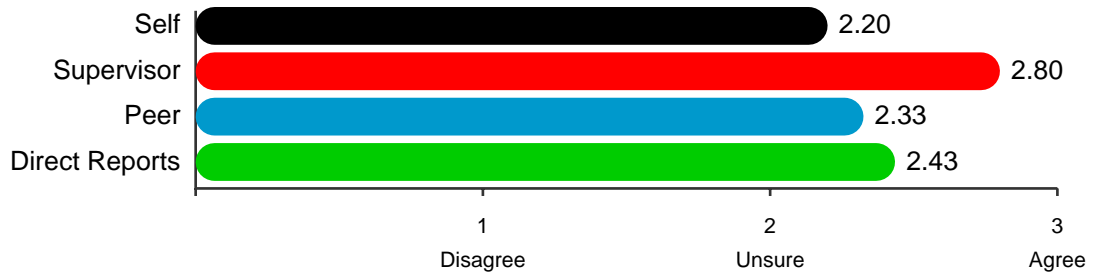
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. You maintain strong relationships with clients.	15	2.27	26.7		73%	27%
47. You are pro-active in dealing with clients and addressing your needs.	15	2.13	26.7	13%	60%	27%
48. You look for opportunities that have a positive impact on Clients.	15	2.40	40.0		60%	40%
49. You form strong client relationships	15	2.47	46.7		53%	47%
50. You obtain feedback to ensure client needs are being met.	15	2.33	46.7	13%	40%	47%

Comments:

- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- I have never known _____ to not hire for talent.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.

Co-worker Development

Summary Scores



51. You take immediate action on poor performance



52. You set and clearly communicate expectations, performance goals, and measurements to others



53. You provide ongoing feedback to co-workers on your development progress



54. You adapt coaching and mentoring approach to meet the style or needs of individuals



55. You work to identify root causes of performance problems



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
51. You take immediate action on poor performance	14	2.21	28.6	7%	64%	29%
52. You set and clearly communicate expectations, performance goals, and measurements to others	14	2.29	42.9	14%	43%	43%
53. You provide ongoing feedback to co-workers on your development progress	15	2.53	53.3		47%	53%
54. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	2.47	46.7		53%	47%
55. You work to identify root causes of performance problems	15	2.40	40.0		60%	40%

Comments:

- I admire his ability to see the big picture (both within our walls and outside our walls).
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- Initiative, attitude, and willingness to pitch in.
- Has good intentions, but follow through needs more work.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He 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.
- Seek feedback from everyone at least once a month to assist in growing relationship.

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?

- I really enjoy his mentorship.
- _____ is a "One of a kind" He is a great manager.
- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- You can count on _____ to be honest and stay true to commitments.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.

What do you like best about working with this individual?

- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____ !
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- Communicate regularly with the whole company, not just one department.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- Building relationships of trust to enhance safety is an important part of our approach.

What do you like least about working with this individual?

- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- _____ is a great leader and is committed to his role here at [CompanyName]!
- I value and appreciate _____ very much.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- Outstanding leader.
- 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.

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

- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- Completes variance analysis and identifies corrective actions.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- _____ is an intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- His communication techniques are clear and to the point which is very much appreciated.

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

- Appreciate _____'s calm approach
- _____ does an exceptional job at running the department.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- _____ 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.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.

Any final comments?

- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- _____ is an impressive performer.