

Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

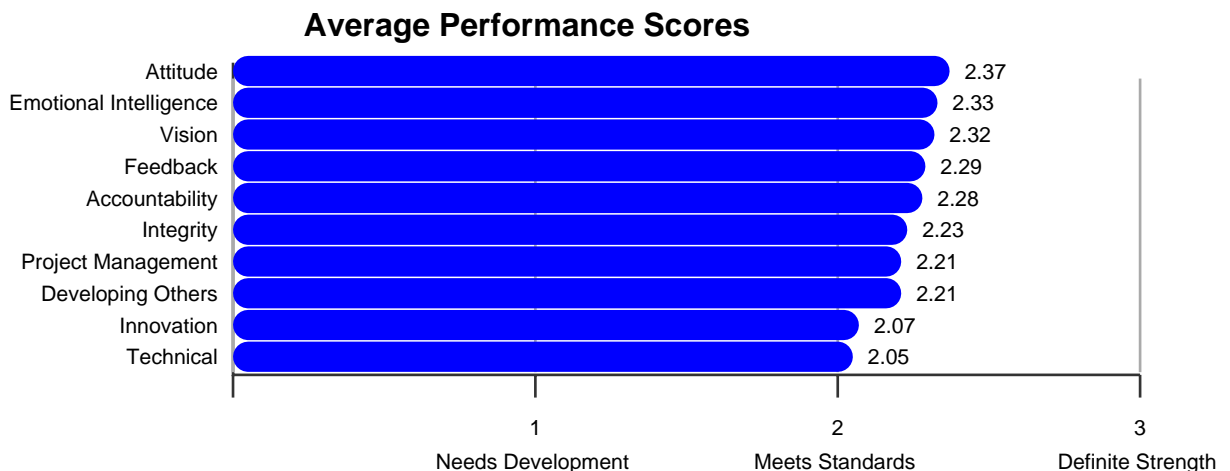
What to Do with Your Feedback

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

Summary

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

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



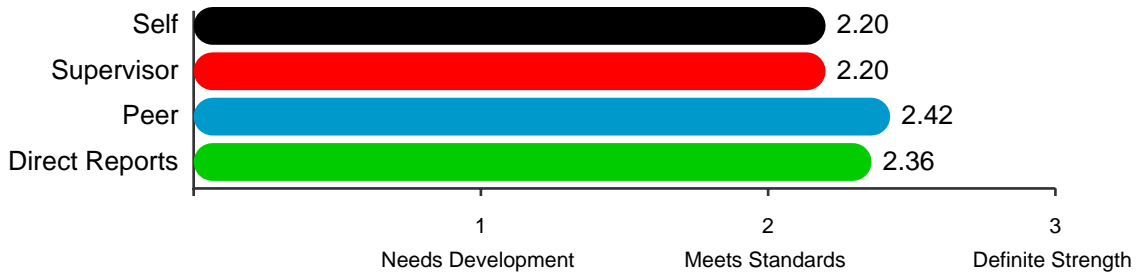
Gap Analysis

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



Attitude

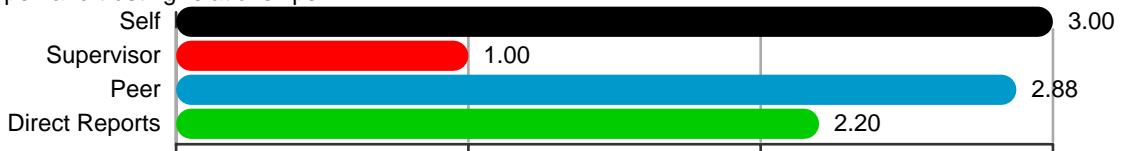
Summary Scores



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



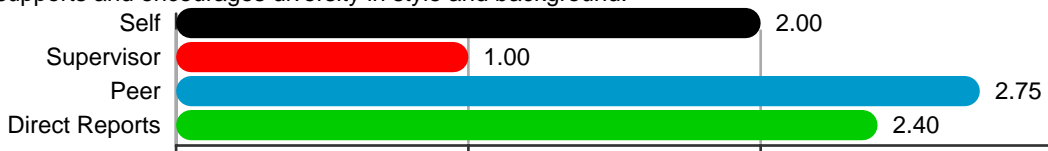
2. Builds open and trusting relationships.



3. Treats all people fairly and with respect.



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



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 (Needs Development) to green (Definite Strength).

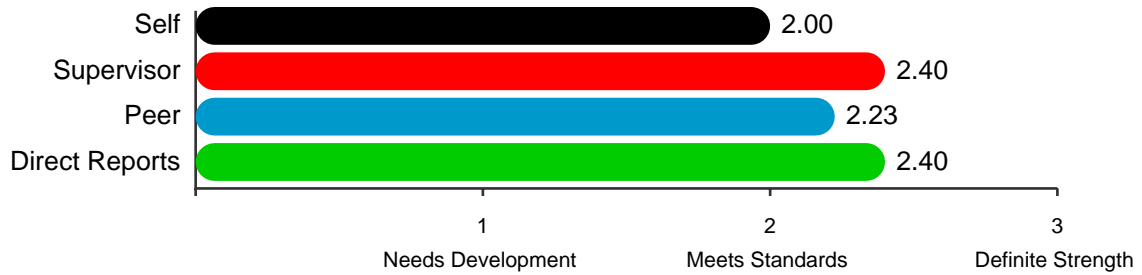
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Is gracious and professional in their interactions with others.	15	2.27	33.3	7%	60%	33%
2. Builds open and trusting relationships.	15	2.53	73.3	20%	7%	73%
3. Treats all people fairly and with respect.	15	2.33	40.0	7%	53%	40%
4. Visibly supports and encourages diversity in style and background.	15	2.47	53.3	7%	40%	53%
5. Contributes to a positive work environment.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- She lets us develop our own style and inspires us to do our best.

Accountability

Summary Scores



6. Is someone you can trust.



7. Takes responsibility for results.



8. Can be counted on to do what they say they are going to do.



9. Is aware of problems or issues that may affect the organization.



10. Acts like an owner when they make decisions.



Level of Skill

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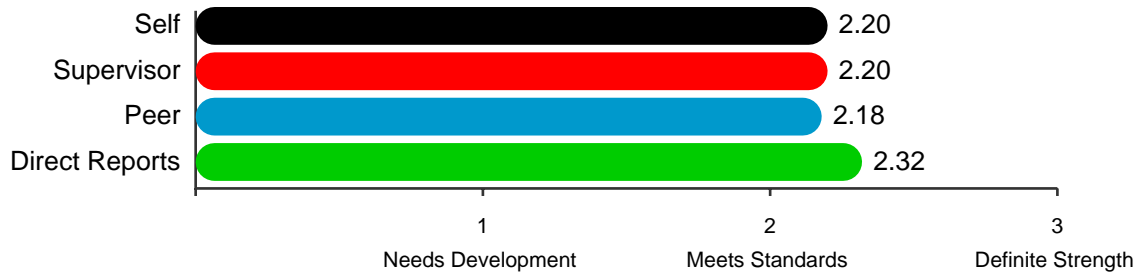
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Is someone you can trust.	15	2.13	33.3	20%	47%	33%
7. Takes responsibility for results.	15	2.07	26.7	20%	53%	27%
8. Can be counted on to do what they say they are going to do.	15	2.33	40.0	7%	53%	40%
9. Is aware of problems or issues that may affect the organization.	15	2.40	53.3	13%	33%	53%
10. Acts like an owner when they make decisions.	15	2.47	60.0	13%	27%	60%

Comments:

- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- Having very minimum one-on-one discussion.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- ___ has high expectations of herself and her employees. She does an excellent job of managing the department.

Integrity

Summary Scores



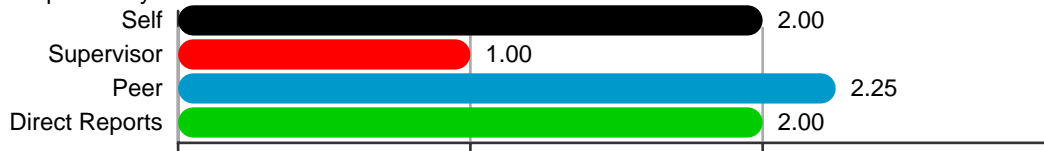
11. Follows tasks to completion.



12. Protects the integrity and confidentiality of information



13. Accepts responsibility for mistakes.



14. Does what was promised.



15. Fosters an environment built upon trust.



Level of Skill

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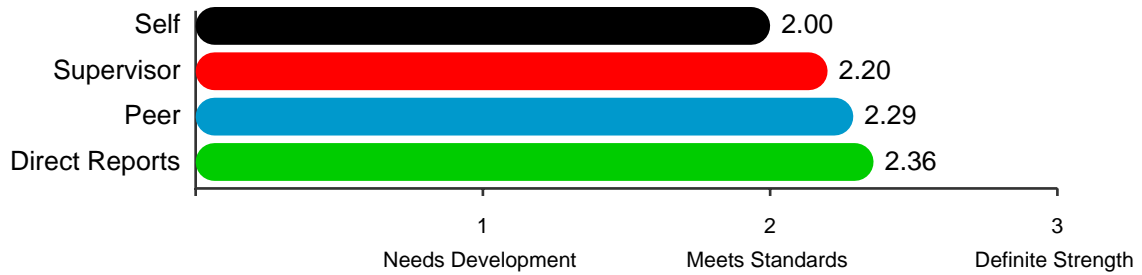
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Follows tasks to completion.	15	2.33	40.0	7%	53%	40%
12. Protects the integrity and confidentiality of information	15	2.07	20.0	13%	67%	20%
13. Accepts responsibility for mistakes.	15	2.07	26.7	20%	53%	27%
14. Does what was promised.	15	2.27	40.0	13%	47%	40%
15. Fosters an environment built upon trust.	14	2.43	50.0	7%	43%	50%

Comments:

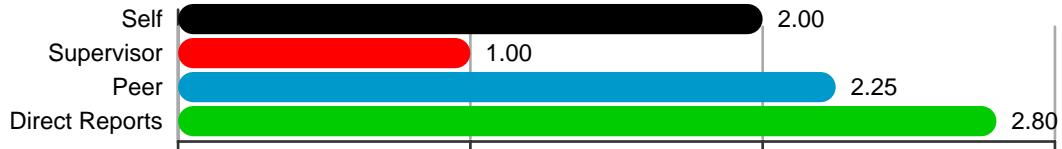
- Could be more self-aware of impact on other team members
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- She has grown as a manager in the last few months and it shows.
- I have truly appreciated her guidance.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- She encourages each staff member to understand each other and to work together in a very positive manner.

Feedback

Summary Scores



16. Actively seeks feedback from others.



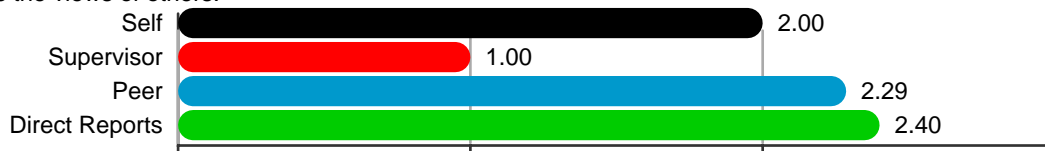
17. Is easy to approach with ideas and opinions.



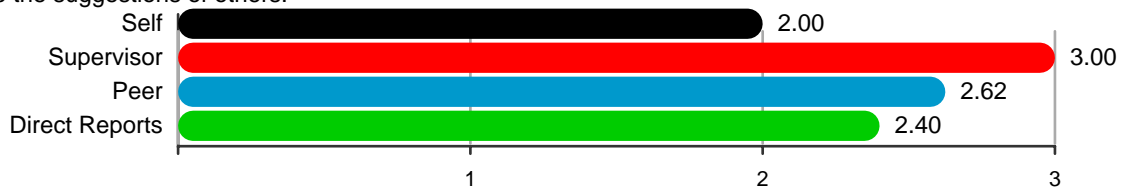
18. Seeks feedback to enhance performance.



19. Accepts the views of others.



20. Open to the suggestions of others.



Level of Skill

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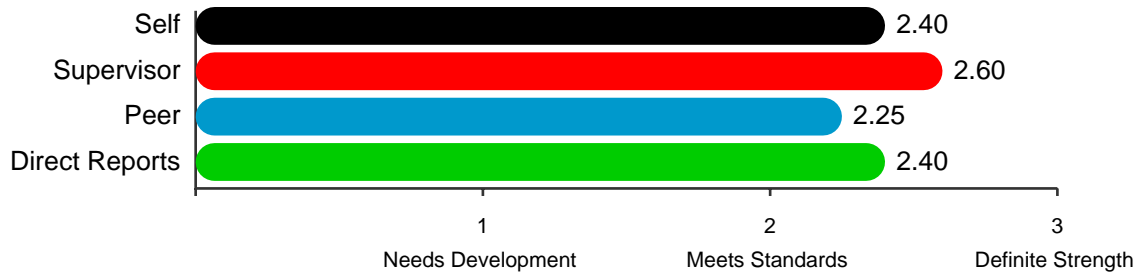
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Actively seeks feedback from others.	15	2.33	46.7	13%	40%	47%
17. Is easy to approach with ideas and opinions.	15	2.33	40.0	7%	53%	40%
18. Seeks feedback to enhance performance.	14	2.00	14.3	14%	71%	14%
19. Accepts the views of others.	14	2.21	42.9	21%	36%	43%
20. Open to the suggestions of others.	15	2.53	60.0	7%	33%	60%

Comments:

- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- 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.
- I appreciate that my leader keeps her focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- Uses her people skills to change negative situations into positive.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

Emotional Intelligence

Summary Scores



21. Accurately perceives the emotional reactions of others.



22. Is able to express themselves clearly.



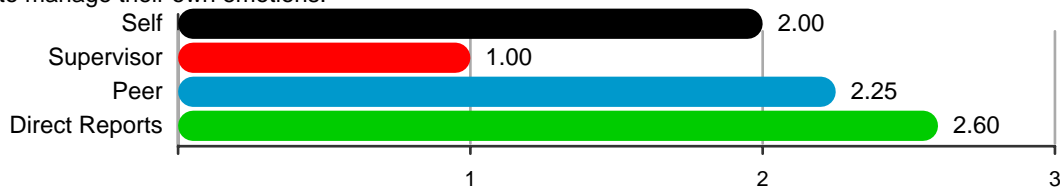
23. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



24. Is able to control their own emotions.



25. Is able to manage their own emotions.



Level of Skill

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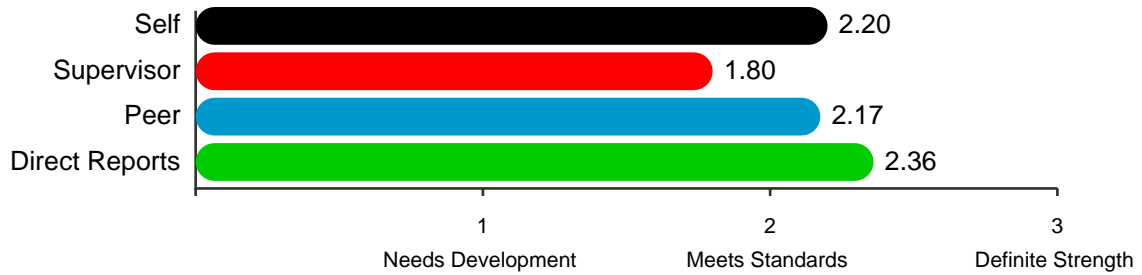
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Accurately perceives the emotional reactions of others.	15	2.60	66.7	7%	27%	67%
22. Is able to express themselves clearly.	15	2.33	40.0	7%	53%	40%
23. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.07	20.0	13%	67%	20%
24. Is able to control their own emotions.	15	2.40	53.3	13%	33%	53%
25. Is able to manage their own emotions.	15	2.27	53.3	27%	20%	53%

Comments:

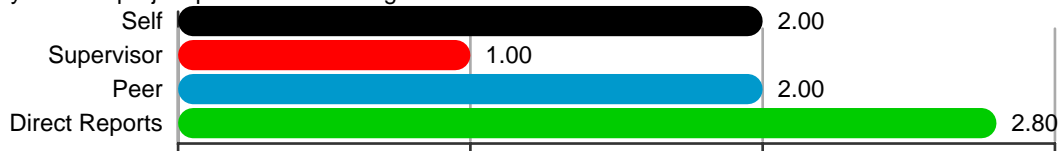
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- Take charge without feeling like you need approval.

Project Management

Summary Scores



26. Regularly reviews project performance and goals.



27. Anticipates potential problems and institutes controls and contingency plans to address them.



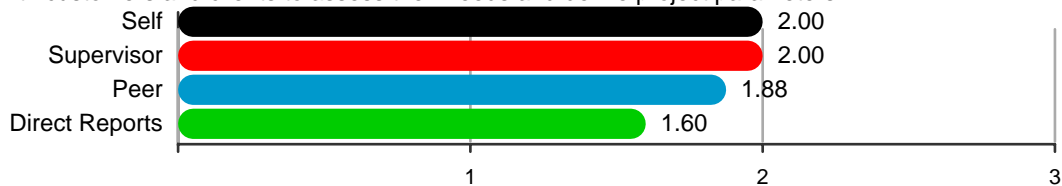
28. Maintains costs and expenses within budget limits.



29. Defines project outcomes based on customer requirements.



30. Works with customers and clients to assess their needs and define project parameters.



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 Development) to green (Definite Strength).

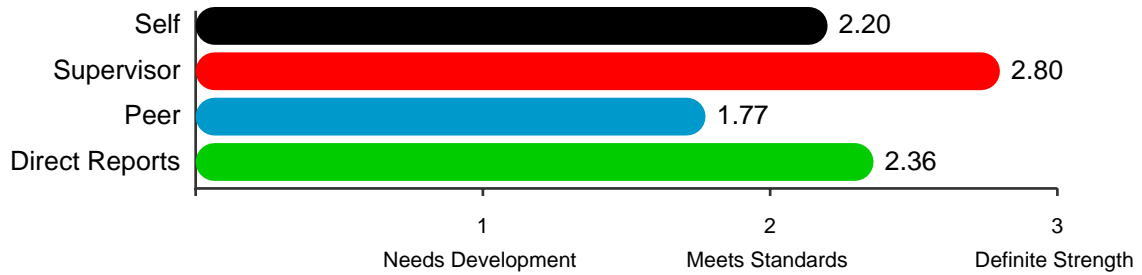
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Regularly reviews project performance and goals.	15	2.20	33.3	13%	53%	33%
27. Anticipates potential problems and institutes controls and contingency plans to address them.	15	2.00	26.7	27%	47%	27%
28. Maintains costs and expenses within budget limits.	15	2.47	53.3	7%	40%	53%
29. Defines project outcomes based on customer requirements.	15	2.60	60.0		40%	60%
30. Works with customers and clients to assess their needs and define project parameters.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Be being better organized. It would help with prioritizing.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- ___ is able to multitask in a variety of ways.

Innovation

Summary Scores



31. Finds creative ways to get things done with limited resources.



32. Creates a safe environment for idea-sharing.



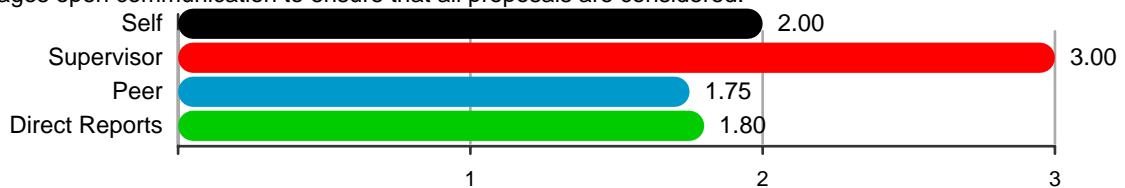
33. Takes risks to advance important ideas.



34. Fosters a creative and innovative work environment.



35. Encourages open communication to ensure that all proposals are considered.



Level of Skill

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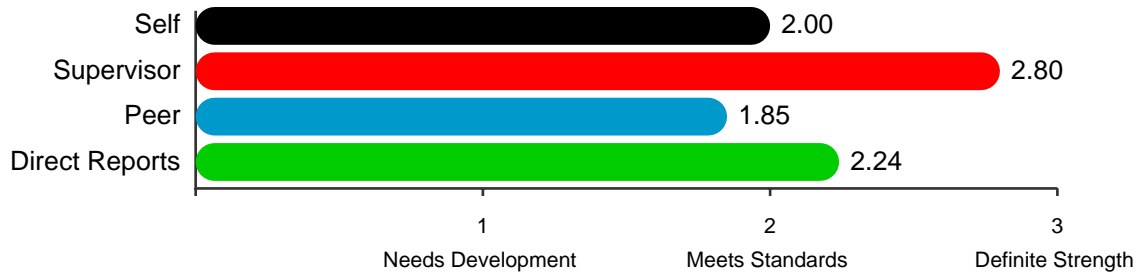
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Finds creative ways to get things done with limited resources.	15	2.13	33.3	20%	47%	33%
32. Creates a safe environment for idea-sharing.	15	2.13	33.3	20%	47%	33%
33. Takes risks to advance important ideas.	15	2.07	33.3	27%	40%	33%
34. Fosters a creative and innovative work environment.	15	2.13	26.7	13%	60%	27%
35. Encourages open communication to ensure that all proposals are considered.	15	1.87	20.0	33%	47%	20%

Comments:

- ___'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.
- Constantly working on improving the customer experience.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- She quickly addresses any challenges that may arise.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- She encourages each staff member to understand each other and to work together in a very positive manner.

Technical

Summary Scores



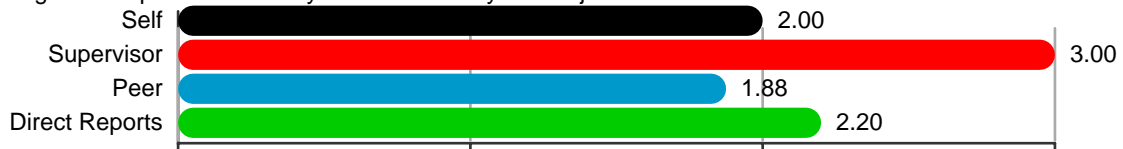
36. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



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



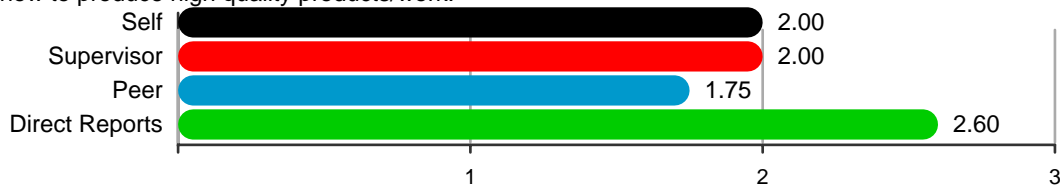
38. Is knowledgeable of procedures or systems necessary for the job.



39. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



40. Knows how to produce high quality products/work.



Level of Skill

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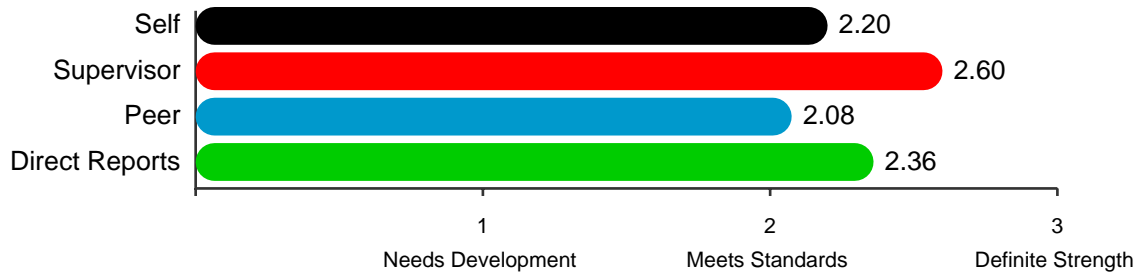
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	1.87	20.0	33%	47%	20%
37. Willingly shares information and expertise; sought out as resource by others	15	1.93	13.3	20%	67%	13%
38. Is knowledgeable of procedures or systems necessary for the job.	15	2.07	33.3	27%	40%	33%
39. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	2.33	33.3		67%	33%
40. Knows how to produce high quality products/work.	15	2.07	33.3	27%	40%	33%

Comments:

- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- ___ is determined to help make [CompanyName] successful.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- Provide more clarity. Increase your technical knowledge.

Developing Others

Summary Scores



41. Is open to receiving feedback.



42. Recognizes and celebrates accomplishments of others.



43. Encourages employees through recognition of positive changes in behavior.



44. Assigns tasks and responsibilities to develop skills of others.



45. Assesses employees' developmental needs.



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 Development) to green (Definite Strength).

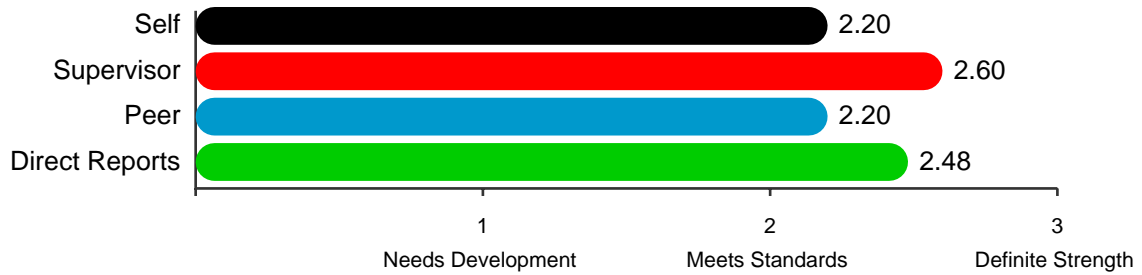
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Is open to receiving feedback.	15	2.00	26.7	27%	47%	27%
42. Recognizes and celebrates accomplishments of others.	15	2.13	33.3	20%	47%	33%
43. Encourages employees through recognition of positive changes in behavior.	15	2.20	40.0	20%	40%	40%
44. Assigns tasks and responsibilities to develop skills of others.	15	2.20	26.7	7%	67%	27%
45. Assesses employees' developmental needs.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ would be my choice for permanent manager of the department.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- ___ is a great manager, committed to each employee in our department.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.

Vision

Summary Scores



46. Behaves in a way that is consistent with business values & code of conduct



47. Expresses the Company vision in a way that is easily understood and adopted by employees.



48. Demonstrates consistency between words and actions



49. Communicates the vision and strategy of [Company]



50. Persuades others to follow the Company's vision.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Behaves in a way that is consistent with business values & code of conduct	15	2.27	26.7		73%	27%
47. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	2.13	26.7	13%	60%	27%
48. Demonstrates consistency between words and actions	15	2.40	40.0		60%	40%
49. Communicates the vision and strategy of [Company]	15	2.47	46.7		53%	47%
50. Persuades others to follow the Company's vision.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is a team player and effective in her role.
- ___ is an amazing manager. She genuinely cares about her staff.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- She couldn't be more engaged if she tried.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ has excellent communication skills with both staff and her management team.

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?

- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- As a new manager she is progressing very well.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.

What do you like best about working with this individual?

- I can not say enough good things about ___.
- ___ has a calm and professional style.
- One of the best supervisors that I have had.
- She has really filled the role of interim manager for the department well.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.

What do you like least about working with this individual?

- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- I feel confident as if she treats us all as equals.

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

- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- She could help teammates by becoming more proficient in some areas.
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.

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

- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- ___ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.

Any final comments?

- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- Great addition to our team!
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.