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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

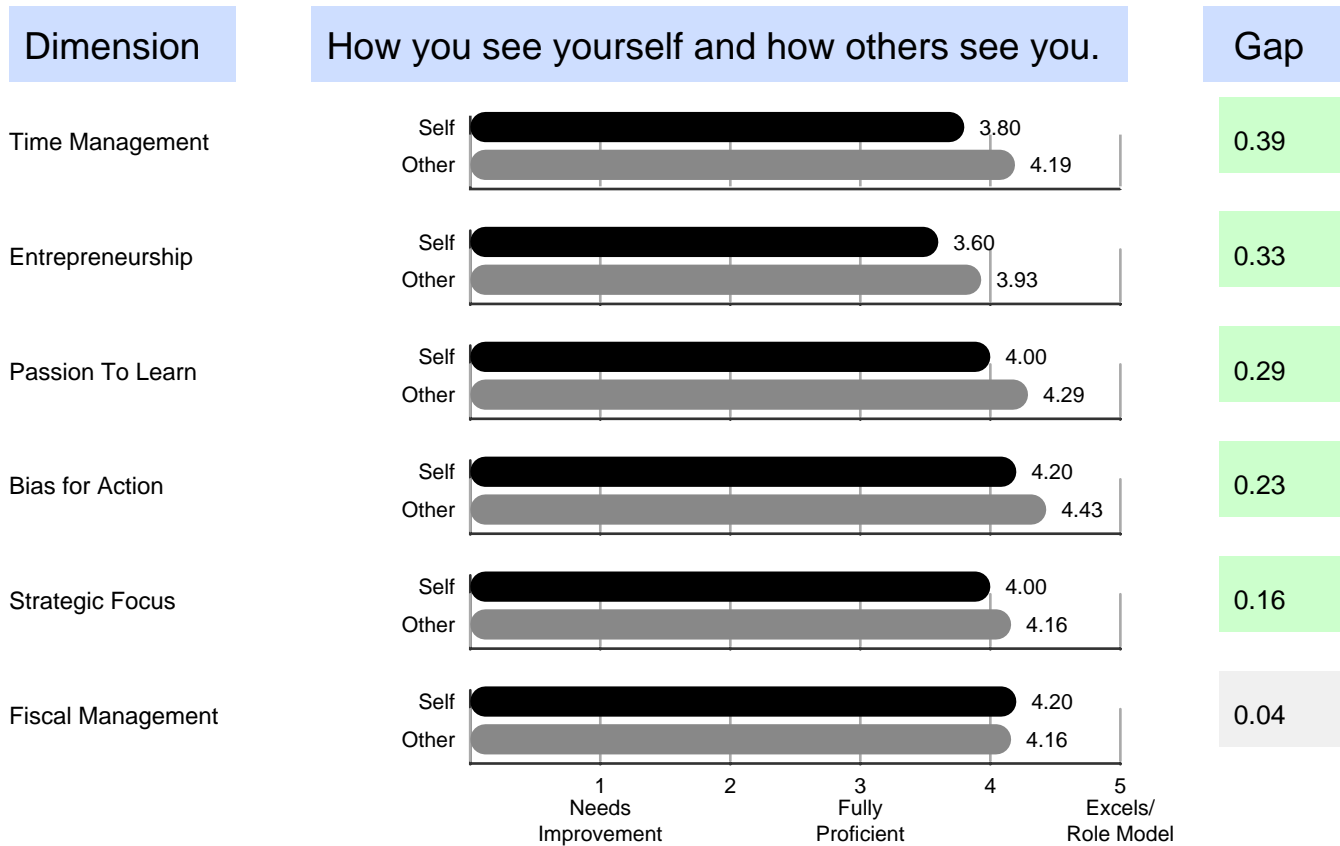
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



# Bias for Action

## Summary Scores



1. Displays high energy and enthusiasm on consistent basis.



2. Completes a large volume of work.



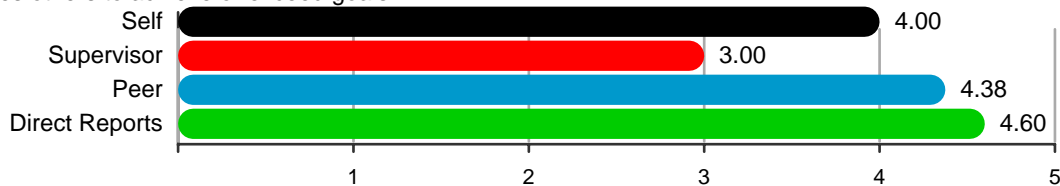
3. Seeks and utilizes opportunities for continuous learning and self-development.



4. Encourages risk taking and experimentation to improve performance



5. Motivates others to achieve or exceed goals



## 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).

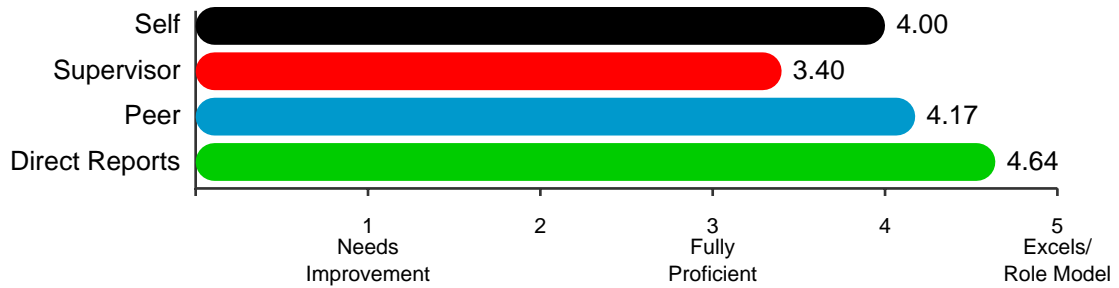
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Displays high energy and enthusiasm on consistent basis.	15	4.20	93.3	7%	67%	27%
2. Completes a large volume of work.	15	4.87	100.0	13%	87%	
3. Seeks and utilizes opportunities for continuous learning and self-development.	15	4.27	93.3	7%	60%	33%
4. Encourages risk taking and experimentation to improve performance	15	4.40	86.7	13%	33%	53%
5. Motivates others to achieve or exceed goals	15	4.33	93.3	7%	53%	40%

### Comments:

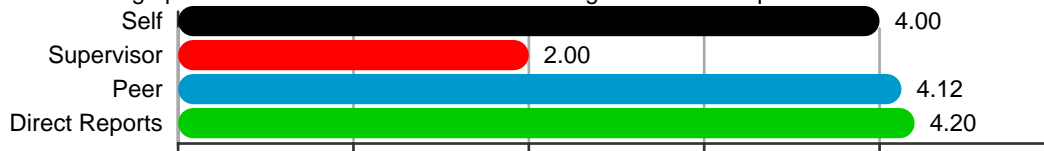
- He knows product and how to engage potential clients.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- \_\_\_\_\_ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- I appreciate how \_\_\_\_\_ guides, supports, and direct staff.
- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.

# Passion To Learn

## Summary Scores



6. Demonstrates through personal behavior the commitment to high standards of performance.



7. Demonstrates a willingness to participate in continuing education courses.



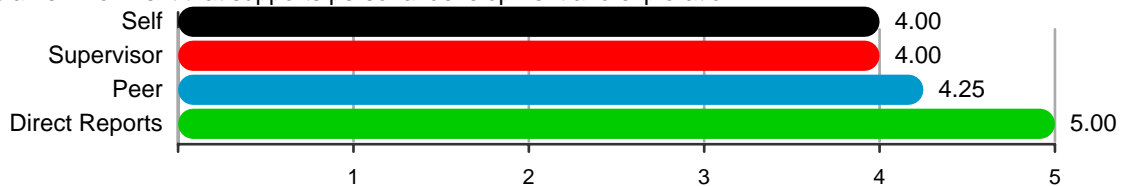
8. Enhances value to the company through additional training and development.



9. Inspires others to learn new things.



10. Creates an environment that supports personal development and exploration.



## 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
6. Demonstrates through personal behavior the commitment to high standards of performance.	15	4.00	80.0	7%	13%	53%	27%
7. Demonstrates a willingness to participate in continuing education courses.	15	4.07	80.0		20%	53%	27%
8. Enhances value to the company through additional training and development.	15	4.33	93.3	7%		47%	47%
9. Inspires others to learn new things.	15	4.47	93.3	7%		40%	53%
10. Creates an environment that supports personal development and exploration.	15	4.47	93.3	7%		40%	53%

### Comments:

- He is very customer focused and this reflects in his division leadership and performance.
- \_\_\_\_\_ 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.
- 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.
- \_\_\_\_\_ meets and exceeds all of these leadership roles.
- If feel \_\_\_\_\_ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.

# Time Management

## Summary Scores



### 11. Prioritizes tasks to identify immediate and long-term objectives.



### 12. Does not procrastinate.



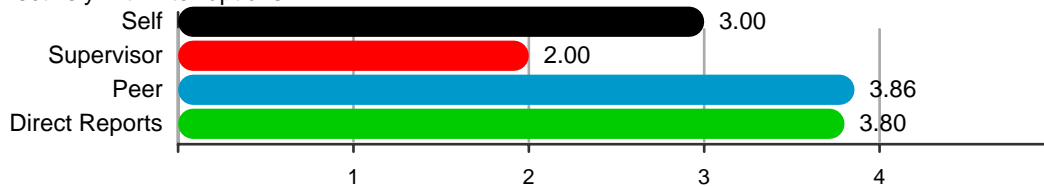
### 13. Sets a good balance between work and family life.



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



### 15. Deals effectively with interruptions.





## Level of Skill

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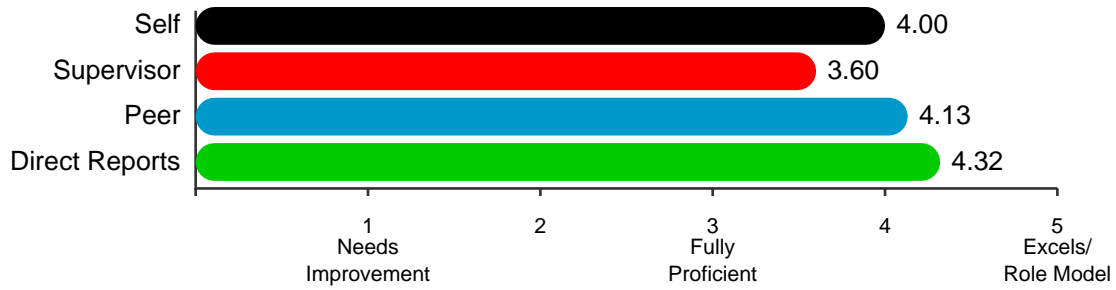
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Prioritizes tasks to identify immediate and long-term objectives.	15	4.60	100.0	40%	60%	
12. Does not procrastinate.	15	4.27	100.0	73%	27%	
13. Sets a good balance between work and family life.	15	4.33	100.0	67%	33%	
14. Does not become flustered by deadlines and timelines.	15	3.93	73.3	27%	53%	20%
15. Deals effectively with interruptions.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_\_\_ offers support to his managers in a style that is engaging, consistent, and motivating.
- This has been a challenging year for \_\_\_\_\_ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- He would benefit from soliciting more feedback and pushing others to do more.
- \_\_\_\_\_ has improved with his follow-up assignments from meetings.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- He provided coaching and support to improve this individual's performance.

# Strategic Focus

## Summary Scores



16. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



17. Communicates goals and objectives to employees.



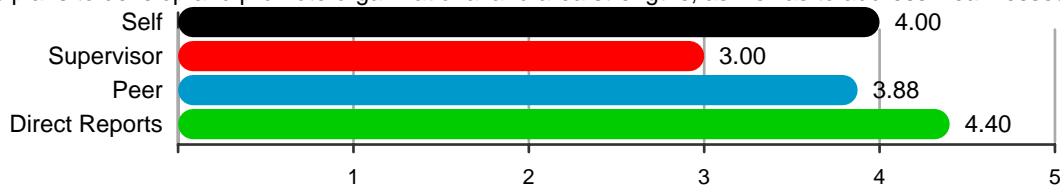
18. Understands & contributes to development of strategic goals.



19. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



20. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



## Level of Skill

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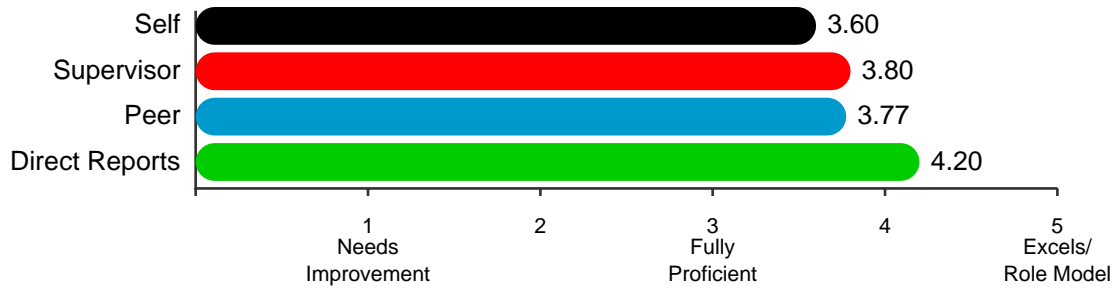
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	4.33	86.7	13%	40%	47%	
17. Communicates goals and objectives to employees.	15	4.27	93.3	7%	60%	33%	
18. Understands & contributes to development of strategic goals.	14	4.00	92.9	7%	86%	7%	
19. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	14	4.14	85.7	7%	7%	50%	36%
20. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- He has deep technical expertise in a number of areas of human resource management.
- He is very effective.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- \_\_\_\_\_ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.

# Entrepreneurship

## Summary Scores



21. Able to adapt the department to changing business demands and climate.



22. Takes the initiative to complete tasks.



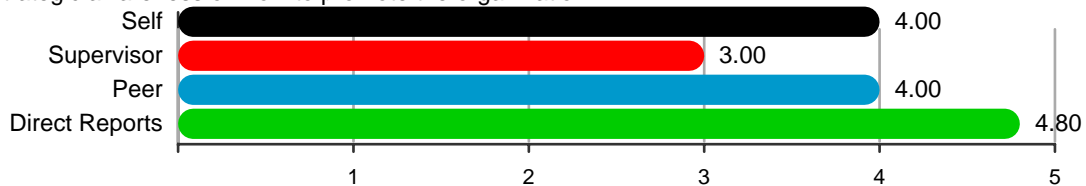
23. Maintains a high level of energy to respond to demands of the job.



24. Understands the processes and various stages of business development.



25. Has a strategic awareness on how to promote the organization.



## 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).

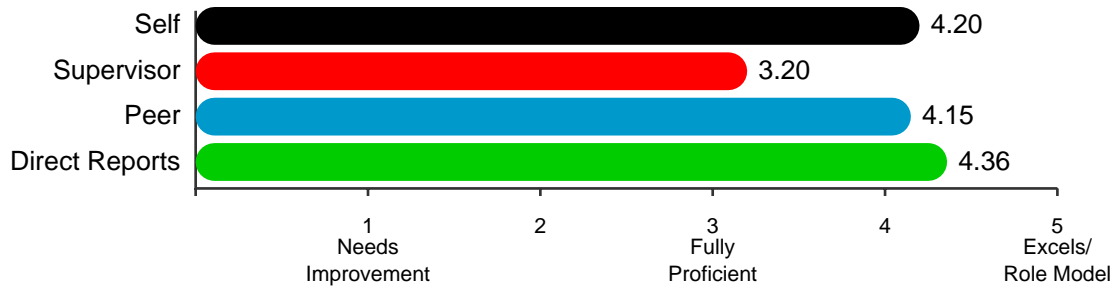
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Able to adapt the department to changing business demands and climate.	15	4.00	66.7	13%	20%	20%	47%
22. Takes the initiative to complete tasks.	15	3.47	53.3	13%	33%	47%	7%
23. Maintains a high level of energy to respond to demands of the job.	15	3.60	66.7	13%	20%	60%	7%
24. Understands the processes and various stages of business development.	15	4.27	86.7	7%	7%	40%	47%
25. Has a strategic awareness on how to promote the organization.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

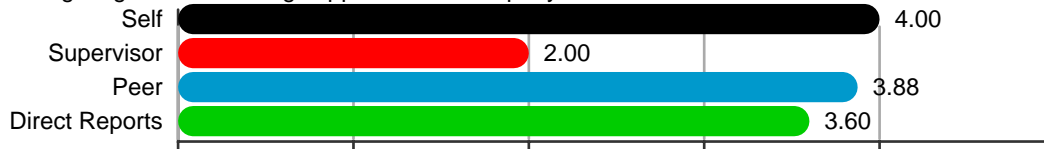
- \_\_\_\_\_ Communicated well with his staff, as we define our new roles \_\_\_\_\_ is always there to give us direction.
- He sometimes comes off as confused about organizational/operational direction.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- Has a "go getter" attitude!
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- Our department continues to have a very low loss rate.

# Fiscal Management

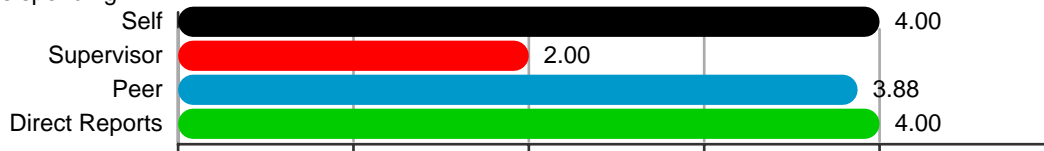
## Summary Scores



26. Provides budgeting and accounting support to the Company.



27. Monitors spending.



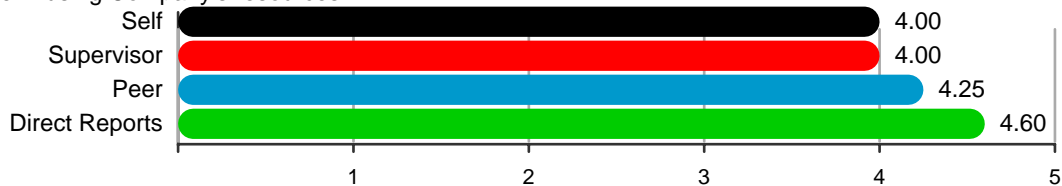
28. Ensures others follow the correct rules and regulations on fiscal matters.



29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



30. Effective in using Company's resources.



## 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
26. Provides budgeting and accounting support to the Company.	15	3.67	66.7	20%	13%	47%		20%
27. Monitors spending.	15	3.80	73.3	20%	7%	47%		27%
28. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.33	86.7	13%		40%		47%
29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.67	100.0			33%		67%
30. Effective in using Company's resources.	15	4.33	100.0			67%		33%

### Comments:

- \_\_\_\_\_ applied his strong analytical skills to problem solving.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- \_\_\_\_\_ is a strong leader and passionate about his customers, staff and safety.
- \_\_\_\_\_ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.

## 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 believe \_\_\_\_\_ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with \_\_\_\_\_ and I appreciate his style and understanding and support of the work that I do.
- Confidence, Attitude, Desire to learn.
- Cannot think of anything
- Despite the fact that \_\_\_\_\_ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.

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

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- \_\_\_\_\_ 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.
- He won't settle for less.
- \_\_\_\_\_ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.
- \_\_\_\_\_ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.

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

- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- \_\_\_\_\_ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_\_\_ has confidence that the work will be done well.
- He desires to do great work.
- \_\_\_\_\_ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- \_\_\_\_\_'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.

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

- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- He is a real advocate for the customers. Excellent department and computer skills
- I enjoyed working with \_\_\_\_\_ on the project and thought that the Rx team involves were strong partners.
- \_\_\_\_\_ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with \_\_\_\_\_ at [CompanyName] and appreciate his support and leadership.. \_\_\_\_\_ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitly the person



to redirect the work of [CompanyName] and make it a viable entity.

- \_\_\_\_\_ consistently asks how the day is going, if he can help us at all.

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

- \_\_\_\_\_ encourages us as directors to go out with one voice and keeps us accountable.
- Has the experience needed.
- He leads by example.
- \_\_\_\_\_ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.

Any final comments?

- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- \_\_\_\_\_ relies on his direct reports to solicit input and involve front line staff in everyday work.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- I thoroughly enjoy working with \_\_\_\_\_ and he has been very helpful with the rework IS did with their job descriptions.