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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.

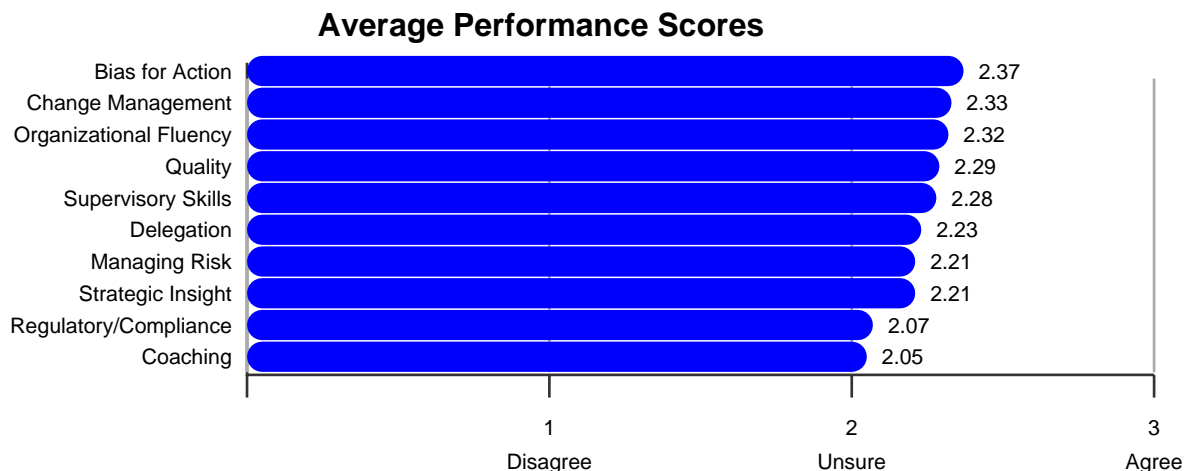
## What to Do with Your Feedback

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 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.



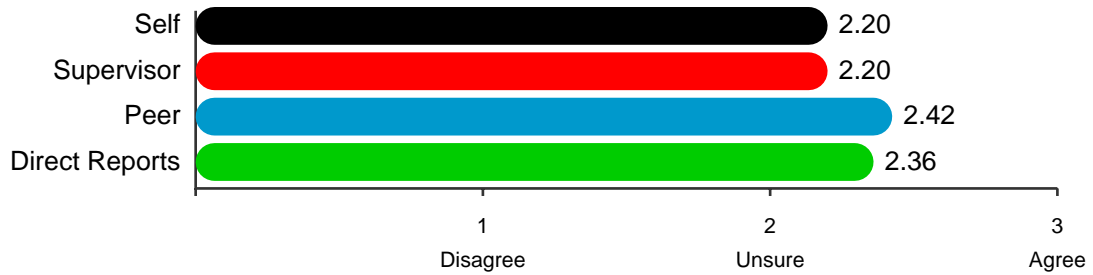
# Gap Analysis

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.



# Bias for Action

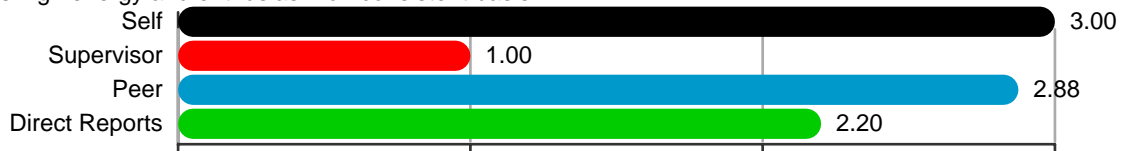
## Summary Scores



### 1. Motivates others to achieve or exceed goals



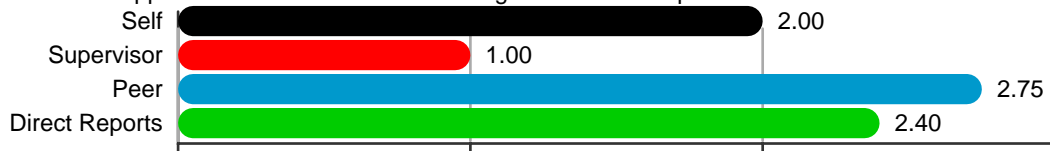
### 2. Displays high energy and enthusiasm on consistent basis.



### 3. Identifies ways to simplify work processes and reduce cycle times



### 4. Seeks and utilizes opportunities for continuous learning and self-development.



### 5. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



## 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).

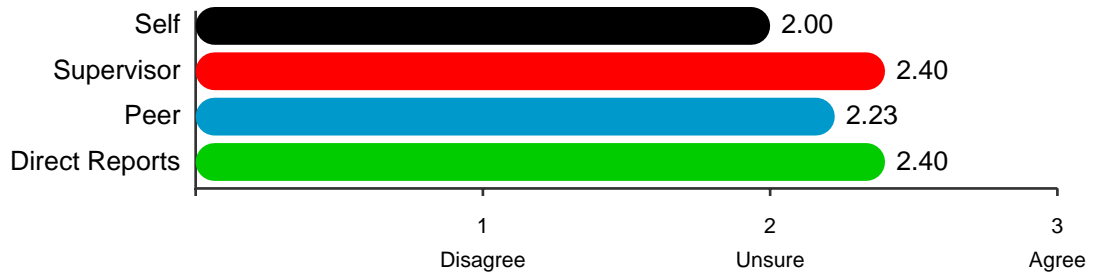
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Motivates others to achieve or exceed goals	15	2.27	33.3	7%	60%	33%
2. Displays high energy and enthusiasm on consistent basis.	15	2.53	73.3	20%	7%	73%
3. Identifies ways to simplify work processes and reduce cycle times	15	2.33	40.0	7%	53%	40%
4. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.47	53.3	7%	40%	53%
5. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	15	2.27	40.0	13%	47%	40%

### Comments:

- Difficult to reach sometimes and often does not respond to messages at all.
- he continues to make improvements in core competencies.
- \_\_\_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.

# Supervisory Skills

## Summary Scores



### 6. Delegates effectively.



### 7. Maintains good working relationships with employees.



### 8. Is aware of the unique strengths of each employee.



### 9. Treats all staff equitably.



### 10. Resolves personnel problems quickly and effectively.



## 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).

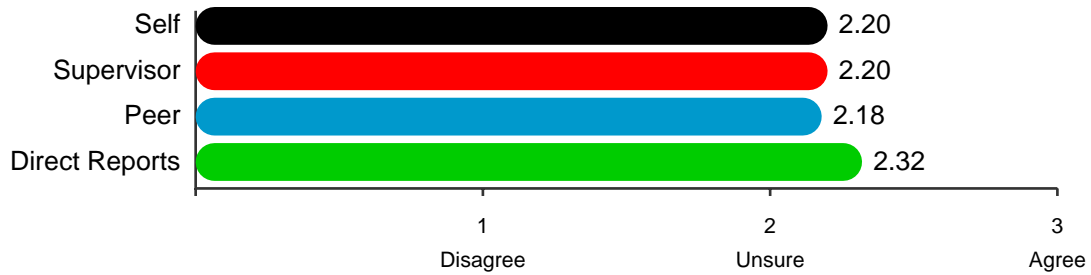
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Delegates effectively.	15	2.13	33.3	20%	47%	33%
7. Maintains good working relationships with employees.	15	2.07	26.7	20%	53%	27%
8. Is aware of the unique strengths of each employee.	15	2.33	40.0	7%	53%	40%
9. Treats all staff equitably.	15	2.40	53.3	13%	33%	53%
10. Resolves personnel problems quickly and effectively.	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- \_\_\_\_\_ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- Good leadership style.
- \_\_\_\_\_ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- \_\_\_\_\_ continues to be a wonderful boss and mentor.
- He can always be counted on to do what he commits to.

# Delegation

## Summary Scores



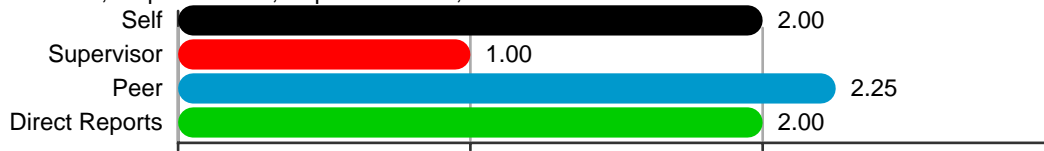
11. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



12. Defines goals and objectives for subordinates.



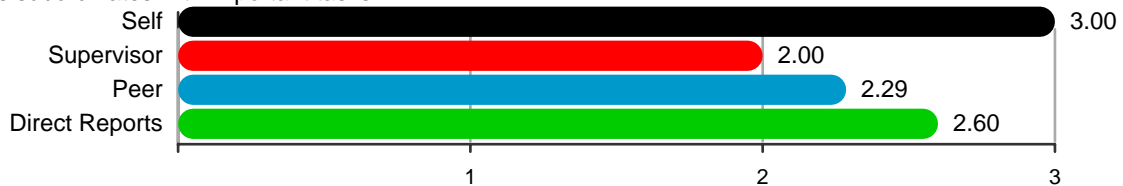
13. Defines the roles, responsibilities, required actions, and deadlines for team members.



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



15. Entrusts subordinates with important tasks.





## 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).

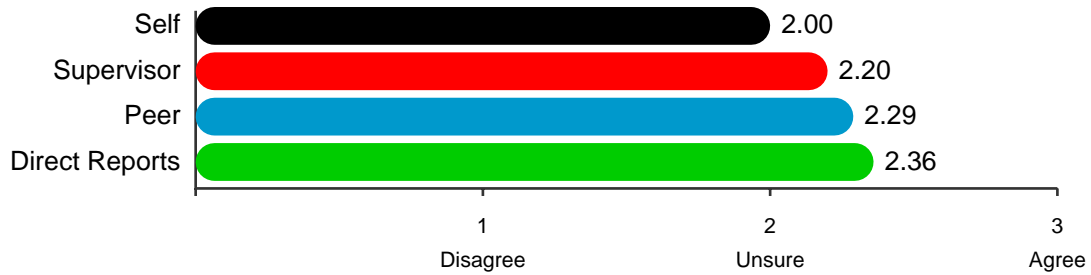
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.33	40.0	7%	53%	40%
12. Defines goals and objectives for subordinates.	15	2.07	20.0	13%	67%	20%
13. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.07	26.7	20%	53%	27%
14. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.27	40.0	13%	47%	40%
15. Entrusts subordinates with important tasks.	14	2.43	50.0	7%	43%	50%

### Comments:

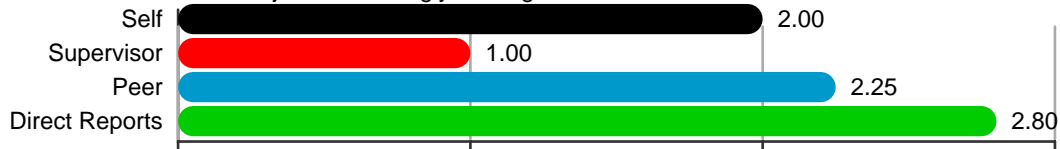
- \_\_\_\_\_ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- His professionalism is beyond reproach and he is fair and just.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- He involves our team and holds us accountable out of respect.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- Help subordinates grow by challenging them to solve a problem instead of providing the answers.

# Quality

## Summary Scores



16. Analyze what occurred and re-adjusts accordingly when goals are not met.



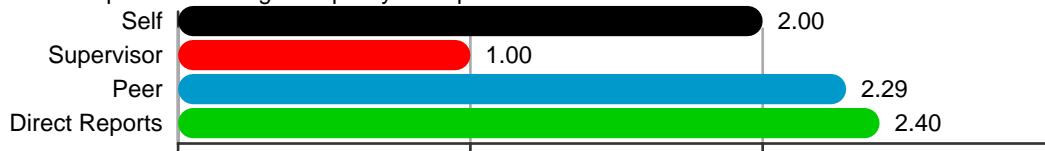
17. Reflects on what is working and what could be improved.



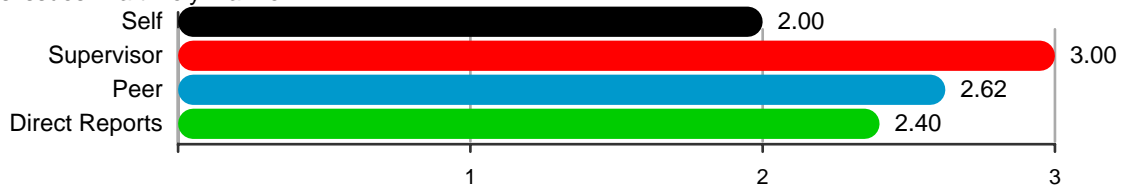
18. Encourages employees to produce the best quality products.



19. Always strives to produce the highest quality work products.



20. Corrects issues in a timely manner.



## 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).

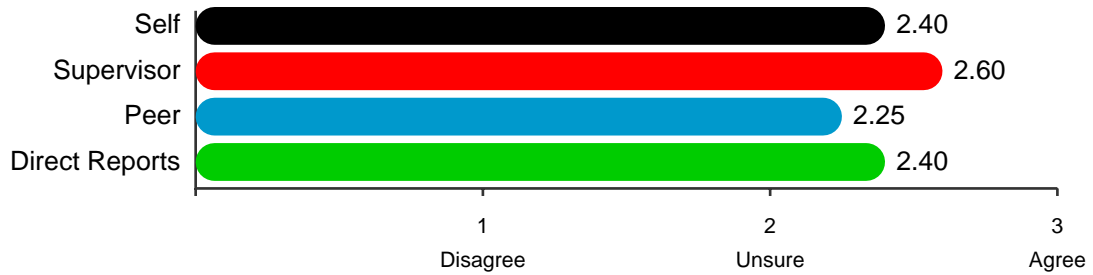
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.33	46.7	13%	40%	47%
17. Reflects on what is working and what could be improved.	15	2.33	40.0	7%	53%	40%
18. Encourages employees to produce the best quality products.	14	2.00	14.3	14%	71%	14%
19. Always strives to produce the highest quality work products.	14	2.21	42.9	21%	36%	43%
20. Corrects issues in a timely manner.	15	2.53	60.0	7%	33%	60%

### Comments:

- When I bring a problem to \_\_\_\_\_ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- I like \_\_\_\_\_, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- \_\_\_\_\_ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- \_\_\_\_\_ is very supportive to staff and offers many opportunities for staff to grow.
- I do not have knowledge of \_\_\_\_\_'s own department and how he hires, assigns, or fits with his team.

# Change Management

## Summary Scores



21. Supports new initiatives for organizational changes to improve effectiveness.



22. Effective in implementing new organizational vision and values.



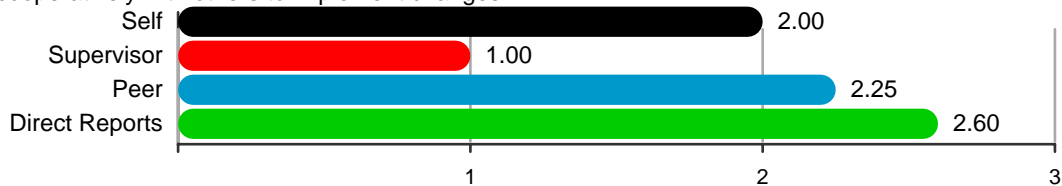
23. Supports the Company's efforts to implement changes.



24. Addresses organizational and departmental resistance to changes.



25. Works cooperatively with others to implement changes.



## 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).

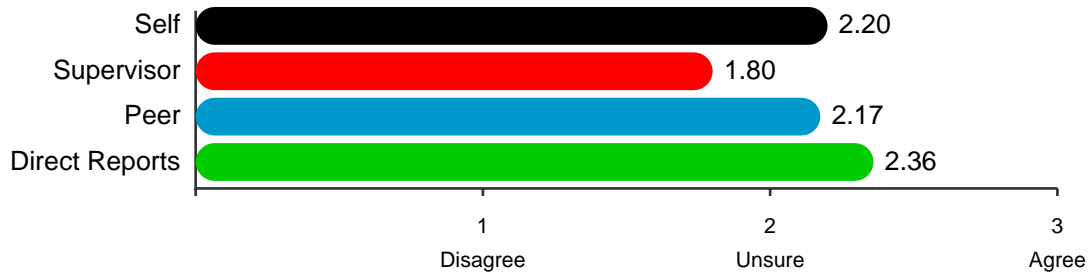
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Supports new initiatives for organizational changes to improve effectiveness.	15	2.60	66.7	7%	27%	67%
22. Effective in implementing new organizational vision and values.	15	2.33	40.0	7%	53%	40%
23. Supports the Company's efforts to implement changes.	15	2.07	20.0	13%	67%	20%
24. Addresses organizational and departmental resistance to changes.	15	2.40	53.3	13%	33%	53%
25. Works cooperatively with others to implement changes.	15	2.27	53.3	27%	20%	53%

### Comments:

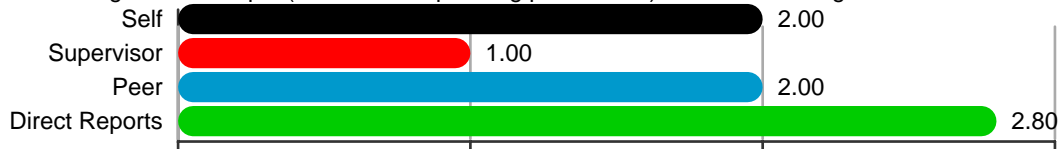
- \_\_\_\_\_ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- You can count on \_\_\_\_\_ to be honest and stay true to commitments.
- There have been many changes in management over the last 5 years. I can truly say that \_\_\_\_\_ is an exceptional manager. Our dept has made some truly good changes under \_\_\_\_\_.
- \_\_\_\_\_'s department has changed considerably over the last year, yet he still managed to serve his customers.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.

# Managing Risk

## Summary Scores



26. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.



27. Offers training to reduce safety incidents in the workplace.



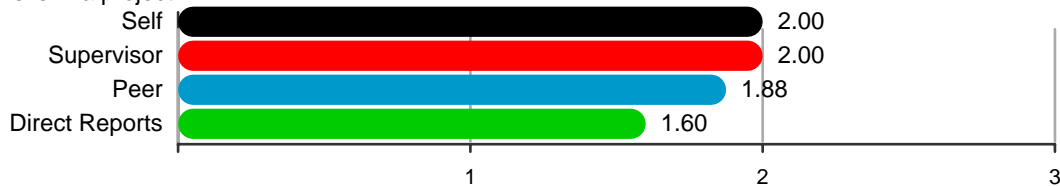
28. Accurately perceives potential risks in the workplace and initiates preventative measures.



29. Recognizes that small changes may snowball into major events.



30. Tracks risks in a project.



## 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).

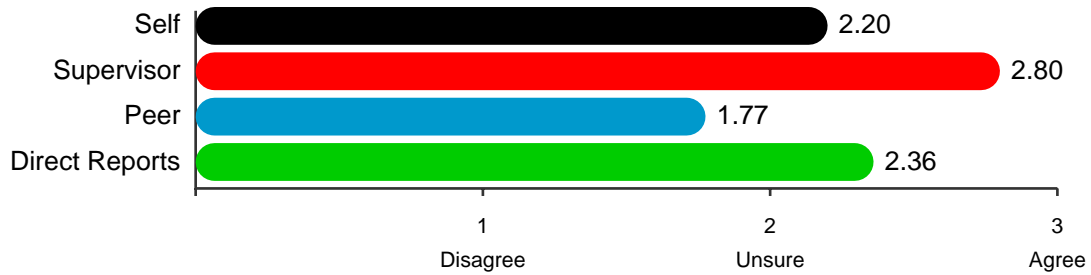
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	2.20	33.3	13%	53%	33%
27. Offers training to reduce safety incidents in the workplace.	15	2.00	26.7	27%	47%	27%
28. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	2.47	53.3	7%	40%	53%
29. Recognizes that small changes may snowball into major events.	15	2.60	60.0		40%	60%
30. Tracks risks in a project.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_\_\_ is a outstanding manager.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- \_\_\_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- He does follow up and follow through.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- He is in an often times impossible position and is doing well all things considered

# Regulatory/Compliance

## Summary Scores



31. Complies with regulatory requirements for the state.



32. Offers training to employees to ensure they are complying with regulations.



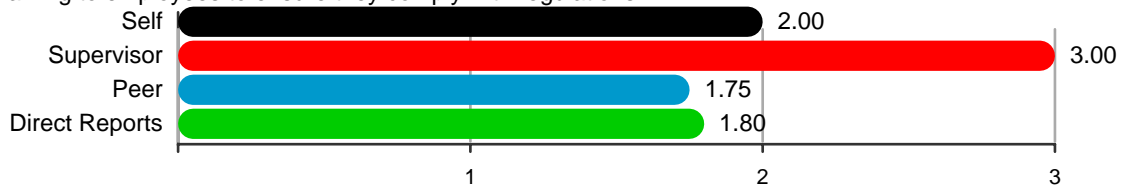
33. Knows who to contact at various regulatory agencies if needed.



34. Maintains a state of readiness to address new and changing regulations and procedures.



35. Offers training to employees to ensure they comply with regulations.





## 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).

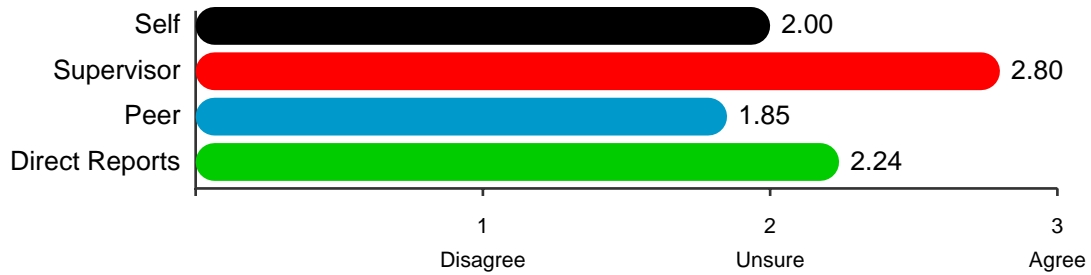
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Complies with regulatory requirements for the state.	15	2.13	33.3	20%	47%	33%
32. Offers training to employees to ensure they are complying with regulations.	15	2.13	33.3	20%	47%	33%
33. Knows who to contact at various regulatory agencies if needed.	15	2.07	33.3	27%	40%	33%
34. Maintains a state of readiness to address new and changing regulations and procedures.	15	2.13	26.7	13%	60%	27%
35. Offers training to employees to ensure they comply with regulations.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_\_\_ has high expectation of staff, but provides the support needed for success. He 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.
- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- \_\_\_\_\_ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- He has a very engaging style which generates trust and respect.

# Coaching

## Summary Scores



36. Meets regularly with employees to coach them on areas that will enhance their performance



37. Helps employees to understand responsibilities, authority, and expectations.



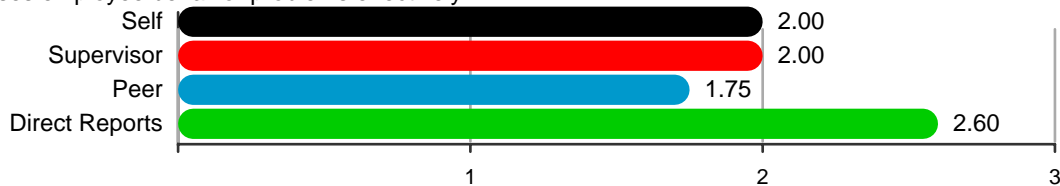
38. Provides clear, motivating, and constructive feedback.



39. Coaches employees in how to strengthen knowledge and skills to improve work performance.



40. Addresses employee behavior problems effectively.



## 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).

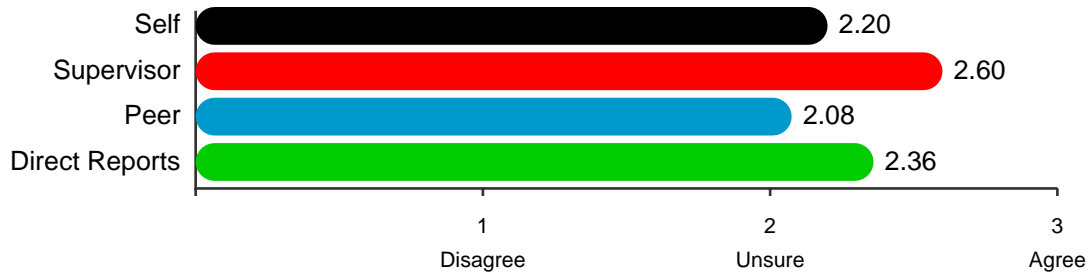
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Meets regularly with employees to coach them on areas that will enhance their performance	15	1.87	20.0	33%	47%	20%
37. Helps employees to understand responsibilities, authority, and expectations.	15	1.93	13.3	20%	67%	13%
38. Provides clear, motivating, and constructive feedback.	15	2.07	33.3	27%	40%	33%
39. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.33	33.3		67%	33%
40. Addresses employee behavior problems effectively.	15	2.07	33.3	27%	40%	33%

### Comments:

- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- \_\_\_\_\_ does not always follow through with things (ordering equipment).
- I cannot say if he challenges others.
- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- Don't be afraid to ask questions when stuck on a task.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.

# Strategic Insight

## Summary Scores



41. Communicates vision for the department and company.



42. Analyzes records and reports to obtain insight into potential issues and trends.



43. Identifies root causes of problems.



44. Implements long-term solutions to problems.



45. Formulates strategies and action plans to ensure successful completion of goals and objectives.



## 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).

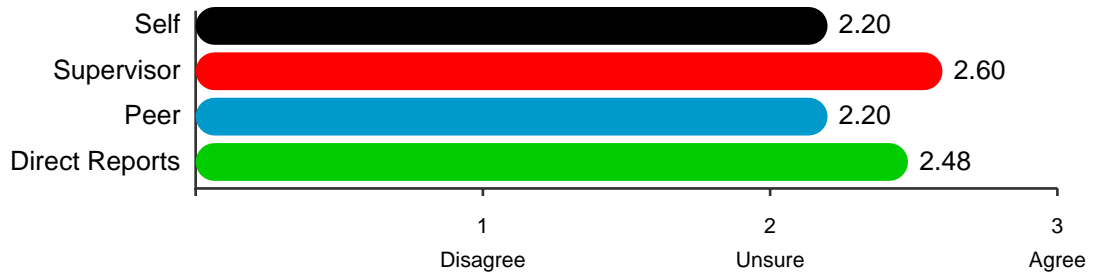
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Communicates vision for the department and company.	15	2.00	26.7	27%	47%	27%
42. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.13	33.3	20%	47%	33%
43. Identifies root causes of problems.	15	2.20	40.0	20%	40%	40%
44. Implements long-term solutions to problems.	15	2.20	26.7	7%	67%	27%
45. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	2.53	60.0	7%	33%	60%

### Comments:

- Uses visual aids to communicate progress to your team.
- Demonstrates a focus on the business goals through task prioritization.
- \_\_\_\_\_ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- He is very supportive of us and the job we do.
- \_\_\_\_\_ sets high standards for his team and ensures they perform professionally.
- Good leadership style.

# Organizational Fluency

## Summary Scores



46. Adept at navigating within the culture of the department.



47. Anticipates problems that may affect the department.



48. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



49. Able to explain departmental policies and procedures to others.



50. Gets things done through the department.



## 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. Adept at navigating within the culture of the department.	15	2.27	26.7		73%	27%
47. Anticipates problems that may affect the department.	15	2.13	26.7	13%	60%	27%
48. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.40	40.0		60%	40%
49. Able to explain departmental policies and procedures to others.	15	2.47	46.7		53%	47%
50. Gets things done through the department.	15	2.33	46.7	13%	40%	47%

### Comments:

- He has a vast storehouse of knowledge about the facility and our policies.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- \_\_\_\_\_ has been very supportive as a supervisor.
- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- \_\_\_\_\_ sets high standards for those he works with and expects the same of herself.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

## 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 a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- I admire his ability to see the big picture (both within our walls and outside our walls).
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- Willingness to help, patience in teaching.
- He seems to be well respected from members of his own team as well.

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

- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- In his role as a director, I have seen \_\_\_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- He is a natural and perfect fit for the CFO position.
- \_\_\_\_\_ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.
- \_\_\_\_\_ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.

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

- \_\_\_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- \_\_\_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- \_\_\_\_\_ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.

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

- I have not observed \_\_\_\_\_'s interaction with the members of his team. \_\_\_\_\_ consistently communicates openly in my interactions with him.
- I have found \_\_\_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- \_\_\_\_\_ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone elses department, he is willing to help in any capacity he can to help reach goals.
- \_\_\_\_\_ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- He is a strength that supports department morale and work flow.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.



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

- \_\_\_\_\_'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- he is open and willing to share his vision for the team.
- \_\_\_\_\_ is a true asset to [CompanyName].
- \_\_\_\_\_ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- I can not say enough good things about \_\_\_\_\_ he has been an asset to our department from day one.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.

### Any final comments?

- \_\_\_\_\_'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- I have appreciated \_\_\_\_\_'s approach to simplify department tasks, goals, and initiatives.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- \_\_\_\_\_ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- \_\_\_\_\_ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect \_\_\_\_\_ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.