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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.

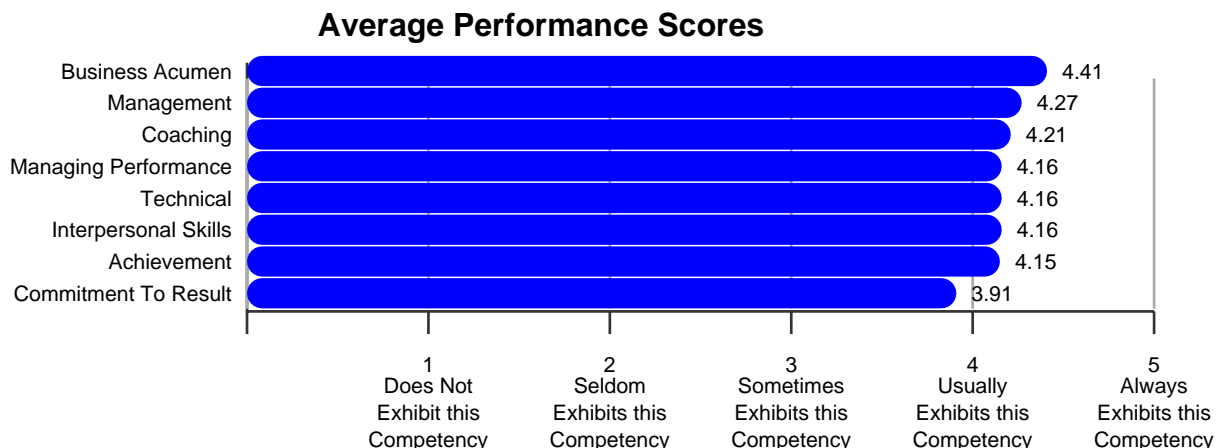
## What to Do with Your Feedback

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 8 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.



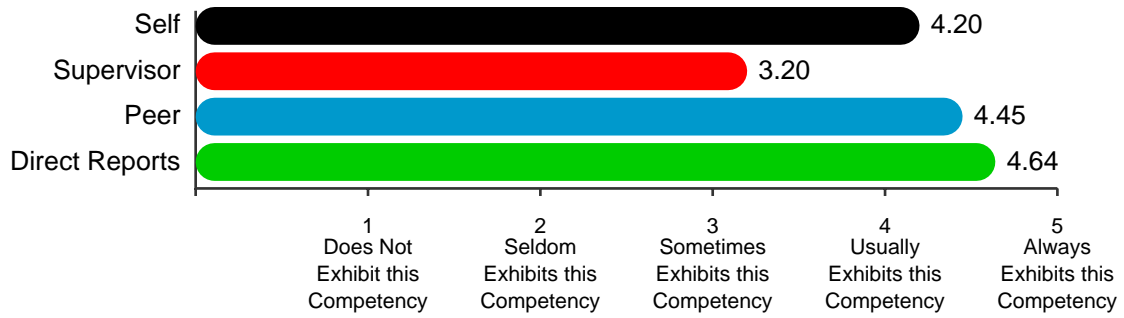
# Gap Analysis

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.



# Business Acumen

## Summary Scores



1. Periodically assesses the current market environment.



2. Identifies potential regulatory risks and strategies to mitigate them.



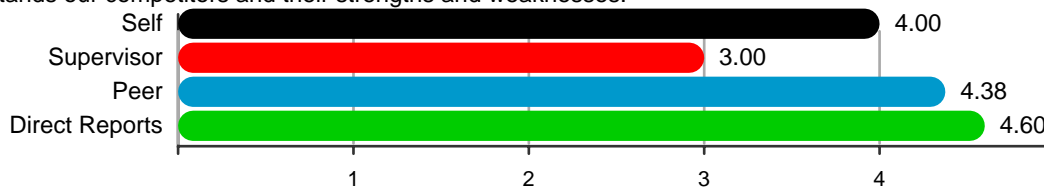
3. Knows how to use financial information to make an impact on the organization.



4. Recognizes trends in underlying data.



5. Understands our competitors and their strengths and weaknesses.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

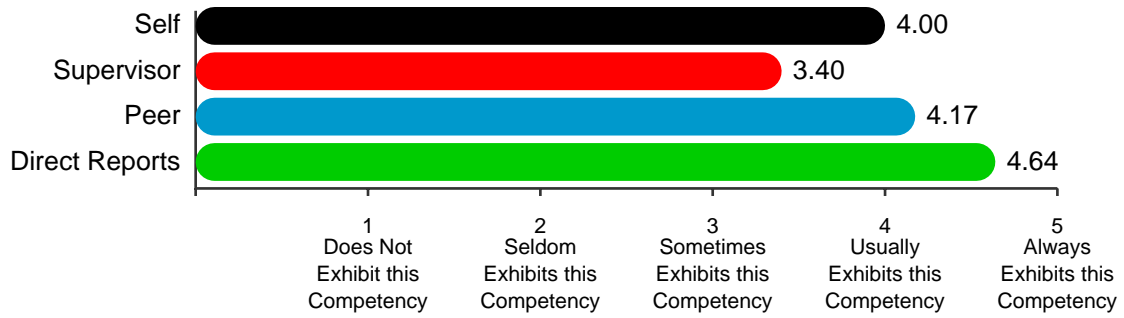
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Periodically assesses the current market environment.	15	4.20	93.3	7%		67%		27%
2. Identifies potential regulatory risks and strategies to mitigate them.	15	4.87	100.0	13%		87%		
3. Knows how to use financial information to make an impact on the organization.	15	4.27	93.3	7%		60%		33%
4. Recognizes trends in underlying data.	15	4.40	86.7	13%	33%		53%	
5. Understands our competitors and their strengths and weaknesses.	15	4.33	93.3	7%		53%		40%

### Comments:

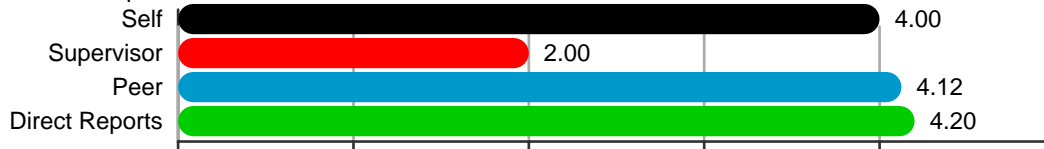
- \_\_\_ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- \_\_\_ is a great communicator and challenges staff to look at process improvements. She is always available 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.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- \_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- \_\_\_ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

# Management

## Summary Scores



### 6. Is ready to offer help



### 7. Delegate tasks effectively



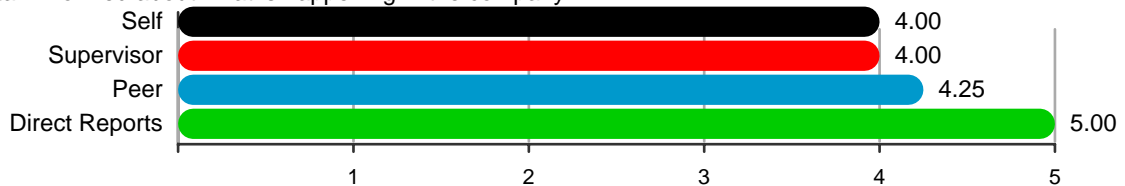
### 8. Sets an example for others to follow



### 9. Takes responsibility for things that go wrong



### 10. Keep staff informed about what is happening in the company



## Level of Skill

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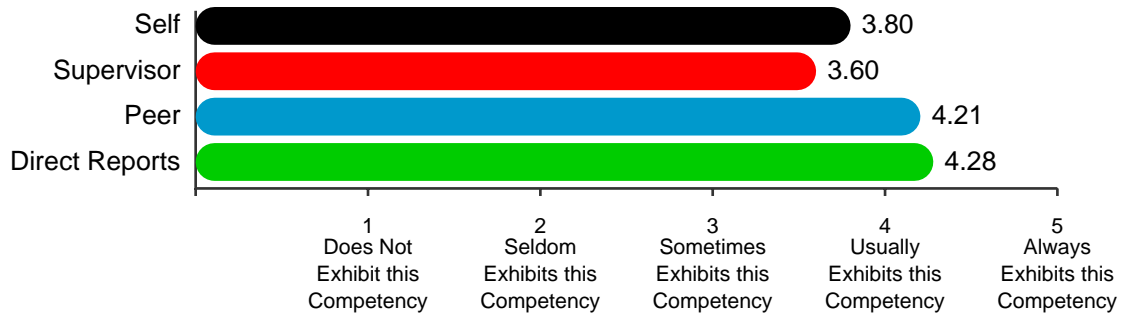
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Is ready to offer help	15	4.00	80.0	7%	13%	53%	27%	
7. Delegate tasks effectively	15	4.07	80.0		20%	53%	27%	
8. Sets an example for others to follow	15	4.33	93.3	7%	47%		47%	
9. Takes responsibility for things that go wrong	15	4.47	93.3	7%	40%		53%	
10. Keep staff informed about what is happening in the company	15	4.47	93.3	7%	40%		53%	

### Comments:

- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- I have seen improvement and will try to encourage even more growth.
- 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.
- If feel \_\_\_ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- She listens to the team.

# Managing Performance

## Summary Scores



### 11. Ensures team members understand the department goals.



### 12. Continuously measures performance and provides feedback to employees regularly.



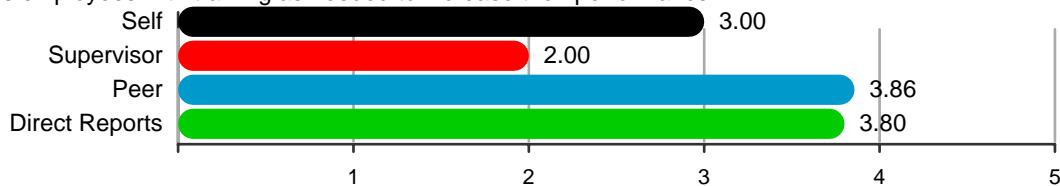
### 13. Establishes indicators to measure levels of performance.



### 14. Ensures team members receive rewards for positive performance accomplishments.



### 15. Provides employees with training as needed to increase their performance.





## Level of Skill

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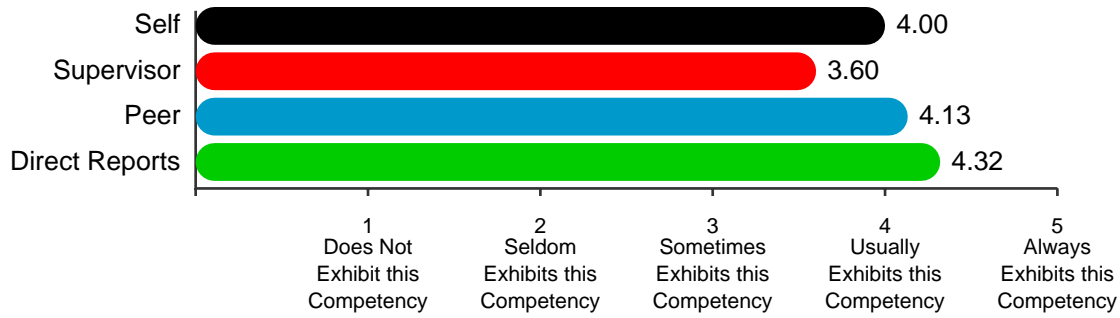
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Ensures team members understand the department goals.	15	4.60	100.0			40%	60%	
12. Continuously measures performance and provides feedback to employees regularly.	15	4.27	100.0			73%		27%
13. Establishes indicators to measure levels of performance.	15	4.33	100.0			67%	33%	
14. Ensures team members receive rewards for positive performance accomplishments.	15	3.93	73.3	27%		53%		20%
15. Provides employees with training as needed to increase their performance.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- Improvement should come over time. There is potential which is present.
- Takes complete ownership of role and looks for ways to assist teammates.
- She is detailed when presenting a plan.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.

# Achievement

## Summary Scores



16. Helps others to improve or meet standards of performance.



17. Is flexible in adjusting priorities to meet the demands of changing situations.



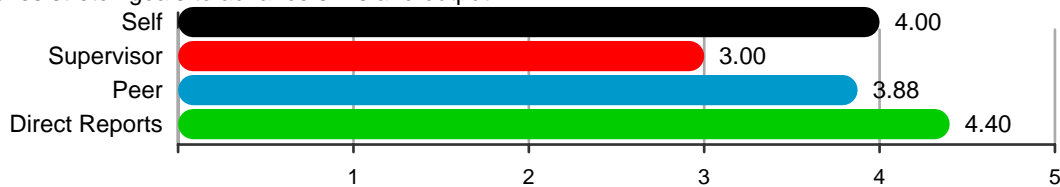
18. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.



19. Completes work promptly and efficiently.



20. Establishes stretch goals to advance skills and output.



### Level of Skill

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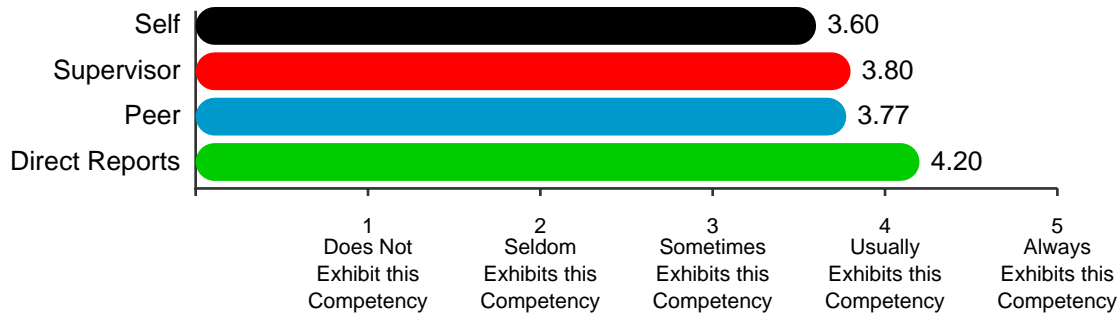
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Helps others to improve or meet standards of performance.	15	4.33	86.7	13%	40%	47%		
17. Is flexible in adjusting priorities to meet the demands of changing situations.	15	4.27	93.3	7%	60%	33%		
18. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	14	4.00	92.9	7%	86%	7%		
19. Completes work promptly and efficiently.	14	4.14	85.7	7%	7%	50%	36%	
20. Establishes stretch goals to advance skills and output.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- \_\_\_ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- She inspires us to remember that as leaders, anything's possible.
- \_\_\_ is doing well overall and shows that she is willing to learn, this is strongly due to \_\_\_'s role modeling and encouragement. If \_\_\_ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- \_\_\_ is very clear about her expectations and I appreciate this.
- I value \_\_\_'s insight, knowledge and assistance on complex issues. She is a great team member.

# Commitment To Result

## Summary Scores



21. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



22. Takes immediate action toward goals.



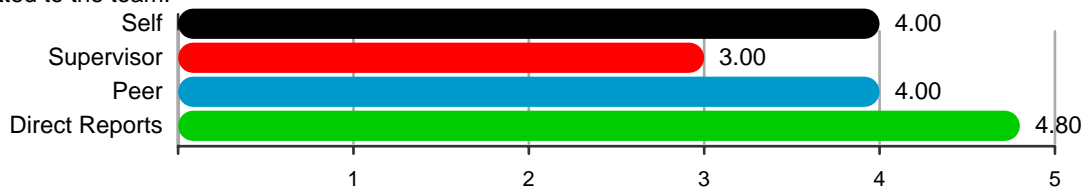
23. Coordinates all department activities into a cohesive team effort.



24. Encourages commitment in others to obtain results.



25. Committed to the team.



## Level of Skill

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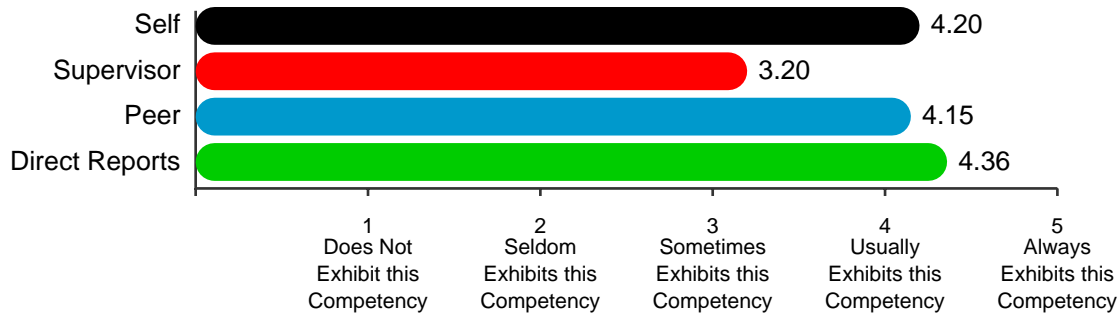
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.00	66.7	13%	20%	20%	47%	
22. Takes immediate action toward goals.	15	3.47	53.3	13%	33%	47%	7%	
23. Coordinates all department activities into a cohesive team effort.	15	3.60	66.7	13%	20%	60%	7%	
24. Encourages commitment in others to obtain results.	15	4.27	86.7	7%	7%	40%	47%	
25. Committed to the team.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

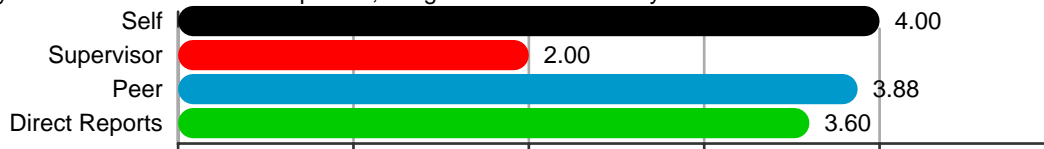
- \_\_\_ has been very supportive as a supervisor.
- Personality. Great Mentor and Leader. Talented.
- Employees were not encouraged to do anything besides come to work.
- She makes me feel like an important and valued team member.
- Resources are managed carefully with input sought and considered before applying those resources.
- She is very relatable and I believe it helps with the initial contact with the prospects.

# Technical

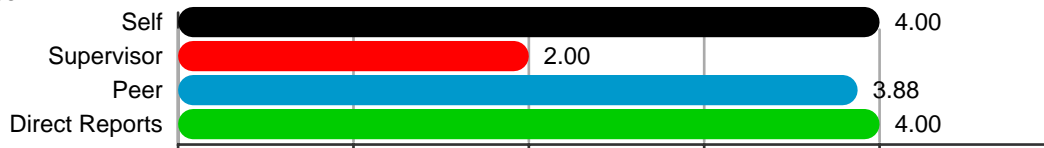
## Summary Scores



26. Willingly shares his/her technical expertise; sought out as resource by others



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



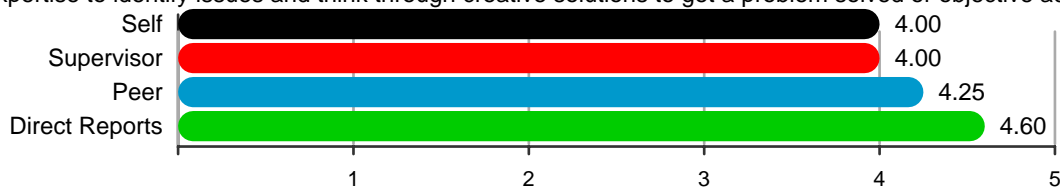
28. Is knowledgeable of procedures or systems necessary for the job.



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



30. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



### Level of Skill

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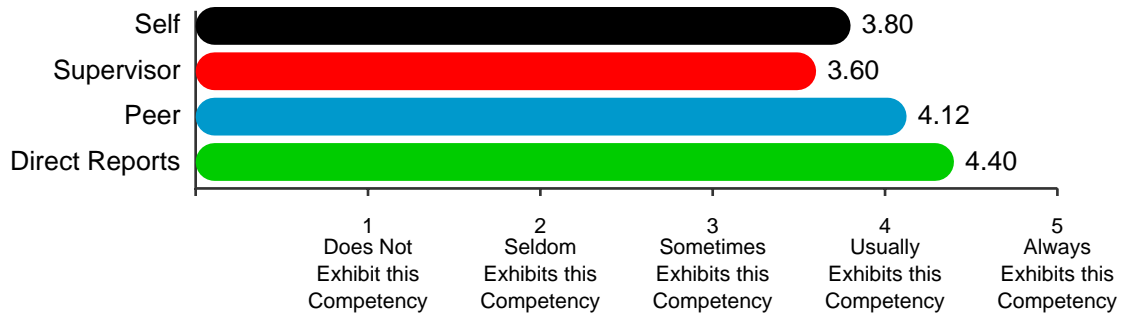
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Willingly shares his/her technical expertise; sought out as resource by others	15	3.67	66.7	20%	13%	47%	20%	
27. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.80	73.3	20%	7%	47%	27%	
28. Is knowledgeable of procedures or systems necessary for the job.	15	4.33	86.7		13%	40%	47%	
29. Willingly shares information and expertise; sought out as resource by others	15	4.67	100.0			33%	67%	
30. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.33	100.0			67%	33%	

Comments:

- \_\_\_ is a great boss and director. \_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- \_\_\_ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- \_\_\_ is consistent in her messaging about how we best serve the customers.
- \_\_\_ takes some time to process new ideas and often reacts before considering the facts. Once \_\_\_ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- Overall I think she does a great job and she is very approachable.
- \_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with her.

# Interpersonal Skills

## Summary Scores



### 31. Is open and approachable



### 32. Comes across as credible, knowledgeable and sincere



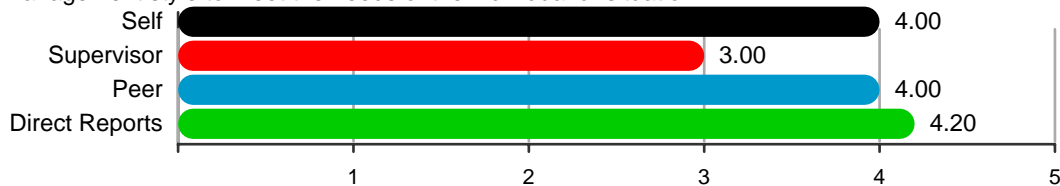
### 33. Anticipates the concerns of other employees.



### 34. Provides constructive feedback in a way that fosters acceptance and development.



### 35. Adapts management style to meet the needs of the individual or situation.





## Level of Skill

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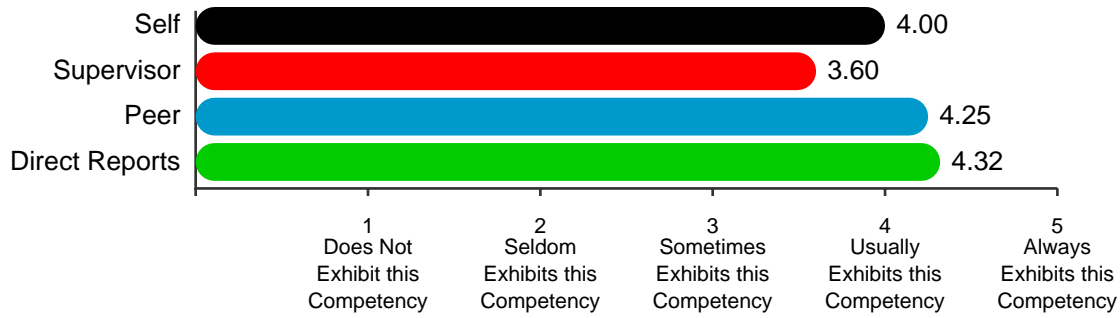
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Is open and approachable	15	4.07	80.0	20%		53%		27%
32. Comes across as credible, knowledgeable and sincere	15	4.47	100.0		53%		47%	
33. Anticipates the concerns of other employees.	15	4.13	80.0	20%		47%		33%
34. Provides constructive feedback in a way that fosters acceptance and development.	15	4.13	86.7	13%		60%		27%
35. Adapts management style to meet the needs of the individual or situation.	15	4.00	80.0	20%		60%		20%

### Comments:

- She communicates clearly and responds to request without unnecessary delay.
- Seek and provide critical feedback.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- \_\_\_ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- \_\_\_ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.

# Coaching

## Summary Scores



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



37. Develops the skills and capabilities of others.



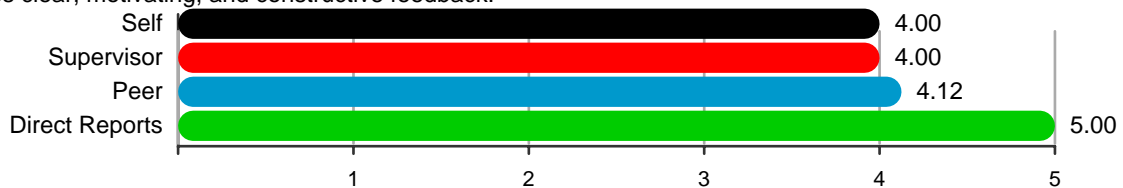
38. Conducts regular performance appraisals and feedback.



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



40. Provides clear, motivating, and constructive feedback.



### Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Helps employees to understand responsibilities, authority, and expectations.	15	4.33	100.0			67%		33%
37. Develops the skills and capabilities of others.	15	3.93	80.0	13%	7%		53%	27%
38. Conducts regular performance appraisals and feedback.	15	4.27	86.7		13%		47%	40%
39. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.13	86.7		13%		60%	27%
40. Provides clear, motivating, and constructive feedback.	15	4.40	93.3		7%		47%	47%

Comments:

- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- Uses her people skills to change negative situations into positive.
- She has confidence in leading and making decisions improving rapidly.
- I think \_\_\_ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.

## 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?

- Need to take in all opinions, not just those of employees who are not always truthful....
- She is well respected.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- \_\_\_ is a great partner in Systems Implementation.
- \_\_\_ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- \_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

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

- \_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- \_\_\_ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- At times I feel like \_\_\_ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- \_\_\_ has an incredible vision for our organization's strategy and improvement efforts.

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

- Professionalism is an area where I feel \_\_\_ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- I have only recently started working with \_\_\_ and therefore do not have comments on some items, but regarding the projects I have worked with \_\_\_ on to date the above applies.
- Delegates often with little to no direction.
- I was excited to come on board under \_\_\_'s leadership when she hired me, and I began working here in March of this year.
- I love how she is always open to approach with any questions I have, no matter the hour.

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

- She interacts effectively with our most difficult customers.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit. I must say that I learn a great deal from \_\_\_ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- \_\_\_'s goes above and beyond in the areas of Professional Growth and Professionalism.
- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- She is in an often times impossible position and is doing well all things considered
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.

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

- Her communication style can also come across as very directive at times to peers and subordinates.
- She involves our team and holds us accountable out of respect.
- I've only had the pleasure of working with \_\_\_ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- 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.
- \_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- Needs to have more face-to-face communications with other employees in the company.

### Any final comments?

- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- \_\_\_ is trusting her team, and expecting high standards of behavior from all employees.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. \_\_\_ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- I'm not sure if management is \_\_\_'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- \_\_\_ encourages us as directors to go out with one voice and keeps us accountable.