

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.

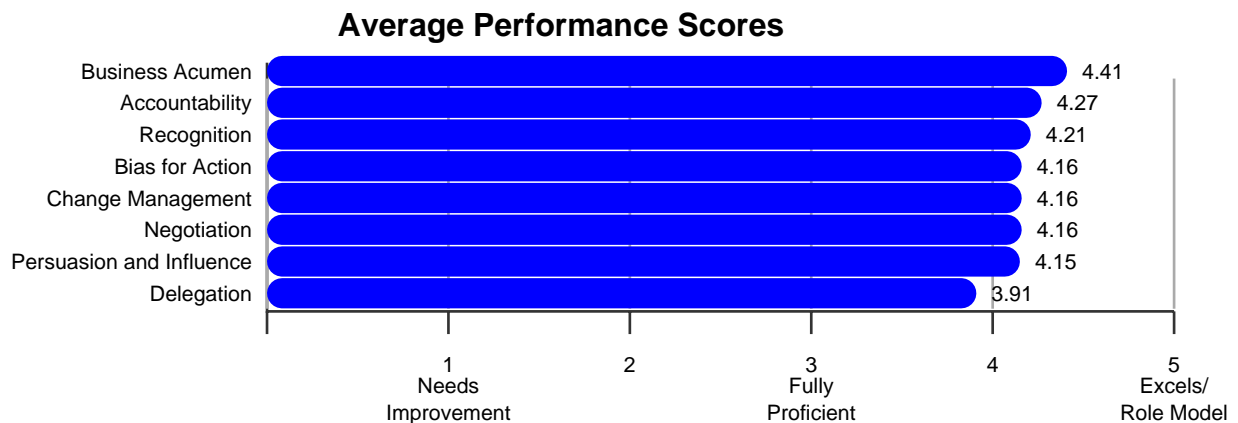
What to Do with Your Feedback

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

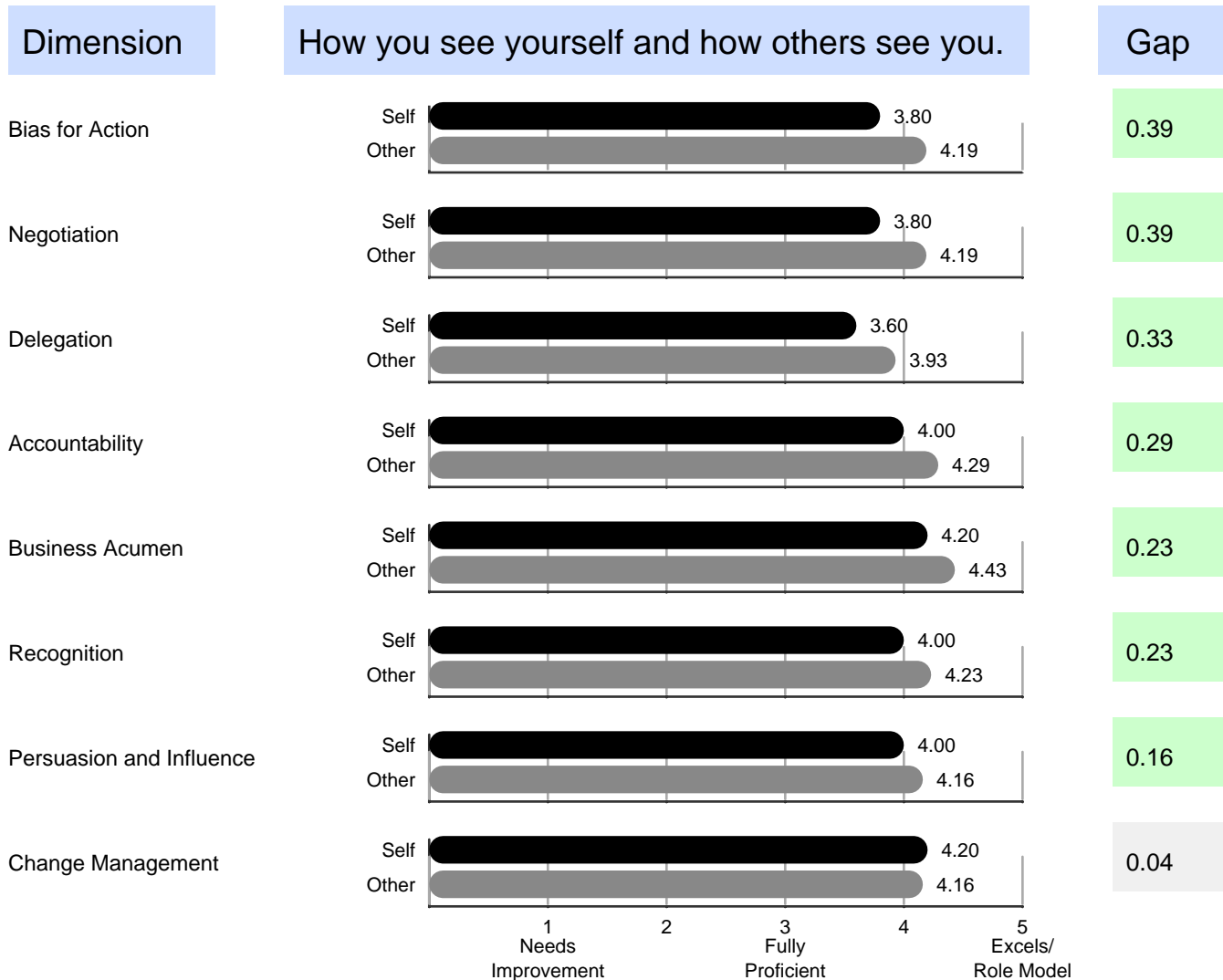
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



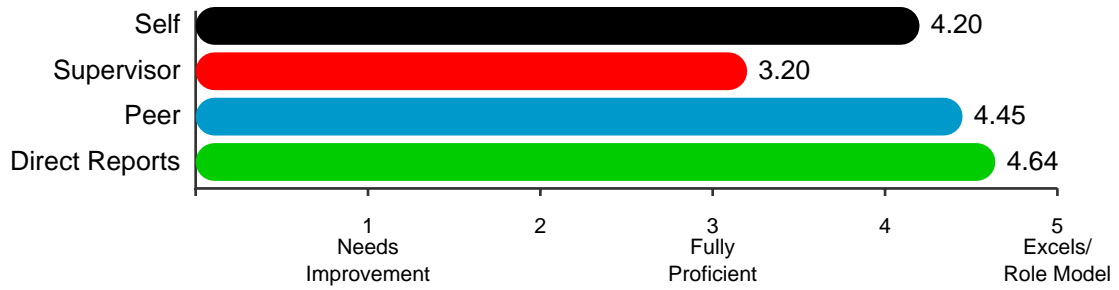
Gap Analysis

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. Keeps informed of current income and expenses.



2. Maintains currency with laws, regulations, policies, procedures, trends, and developments.



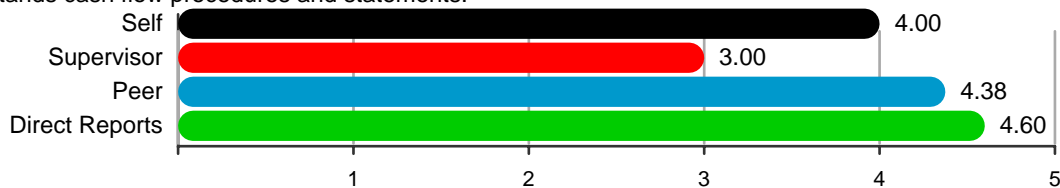
3. Understands complex issues and problems.



4. Understands and applies business and financial principles.



5. Understands cash flow procedures and statements.



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).

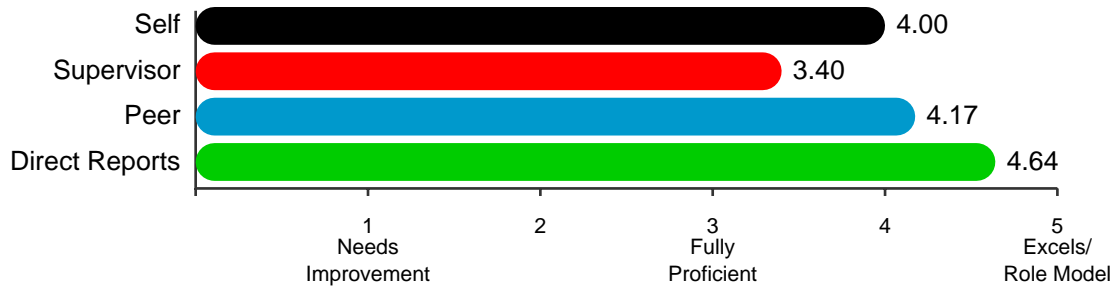
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Keeps informed of current income and expenses.	15	4.20	93.3	7%	67%	27%
2. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	15	4.87	100.0	13%	87%	
3. Understands complex issues and problems.	15	4.27	93.3	7%	60%	33%
4. Understands and applies business and financial principles.	15	4.40	86.7	13%	33%	53%
5. Understands cash flow procedures and statements.	15	4.33	93.3	7%	53%	40%

Comments:

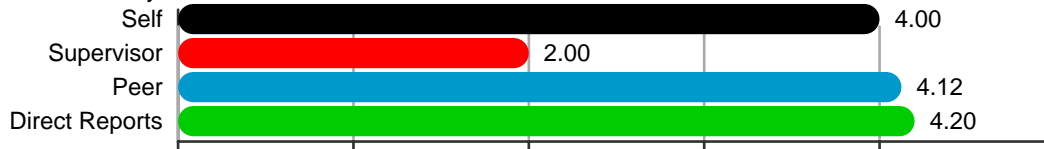
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- We are striving to meet best practice standards.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.

Accountability

Summary Scores



6. Accepts accountability for their actions and results.



7. Encourages employees to take on greater responsibilities.



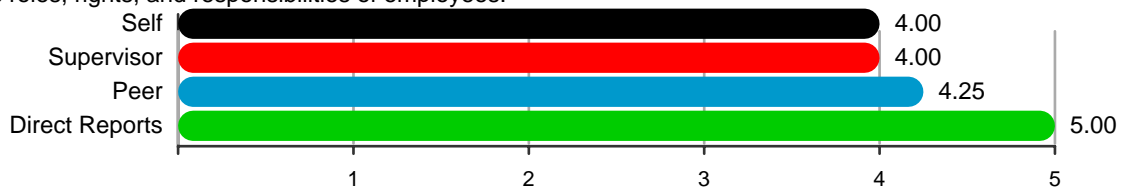
8. Develops goals and establishes objective measures of success.



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



10. Defines roles, rights, and responsibilities of employees.



Level of Skill

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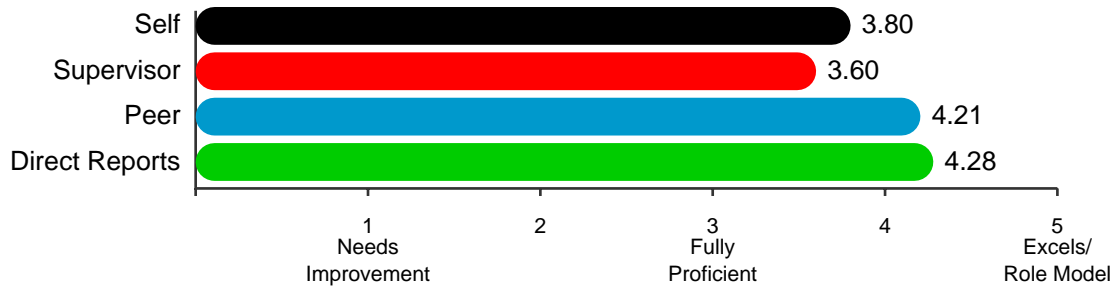
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Accepts accountability for their actions and results.	15	4.00	80.0	7%	13%	53%	27%
7. Encourages employees to take on greater responsibilities.	15	4.07	80.0		20%	53%	27%
8. Develops goals and establishes objective measures of success.	15	4.33	93.3	7%		47%	47%
9. Can be counted on to do what they say they are going to do.	15	4.47	93.3	7%		40%	53%
10. Defines roles, rights, and responsibilities of employees.	15	4.47	93.3	7%		40%	53%

Comments:

- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he led and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.

Bias for Action

Summary Scores



11. Motivates others to achieve or exceed goals



12. Displays high energy and enthusiasm on consistent basis.



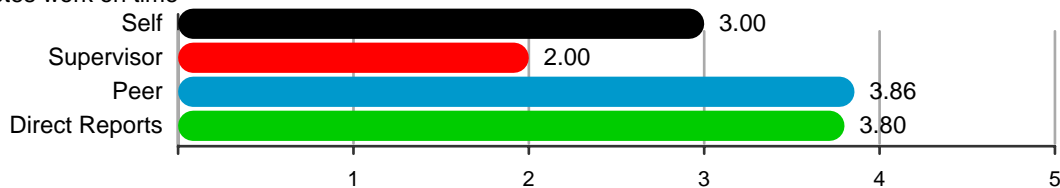
13. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



14. Completes a large volume of work.



15. Completes work on time



Level of Skill

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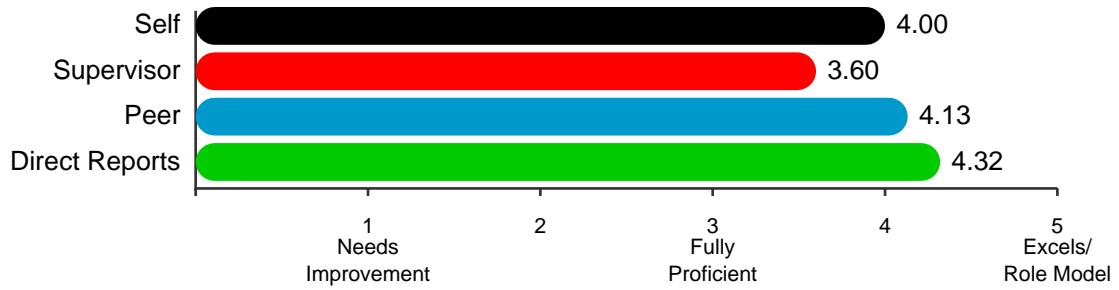
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Motivates others to achieve or exceed goals	15	4.60	100.0	40%	60%	
12. Displays high energy and enthusiasm on consistent basis.	15	4.27	100.0	73%	27%	
13. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.33	100.0	67%	33%	
14. Completes a large volume of work.	15	3.93	73.3	27%	53%	20%
15. Completes work on time	14	3.64	57.1	14%	29%	36% 21%

Comments:

- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- _____ has a calm and professional style.
- _____ is a great leader and supports his staff.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I can not say enough good things about _____.

Persuasion and Influence

Summary Scores



16. Has excellent influencing/negotiating skills.



17. Persuades others to consider alternative points of view.



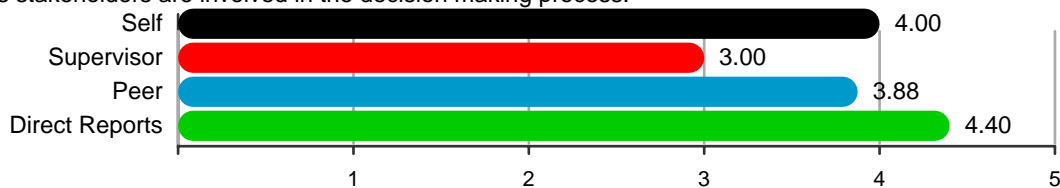
18. Seeks to obtain consensus or compromise.



19. Develops a good rapport with others.



20. Ensures stakeholders are involved in the decision making process.



Level of Skill

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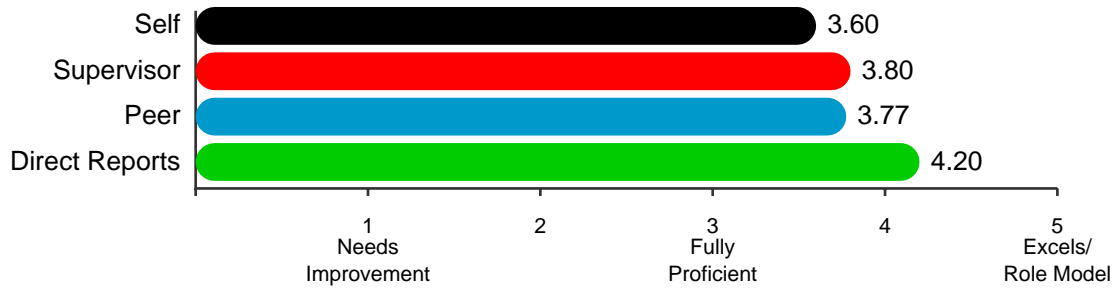
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Has excellent influencing/negotiating skills.	15	4.33	86.7	13%	40%	47%	
17. Persuades others to consider alternative points of view.	15	4.27	93.3	7%	60%	33%	
18. Seeks to obtain consensus or compromise.	14	4.00	92.9	7%	86%	7%	
19. Develops a good rapport with others.	14	4.14	85.7	7%	7%	50%	36%
20. Ensures stakeholders are involved in the decision making process.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- 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.
- He is an excellent teammate, great attitude, effort, and energy.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.

Delegation

Summary Scores



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



22. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



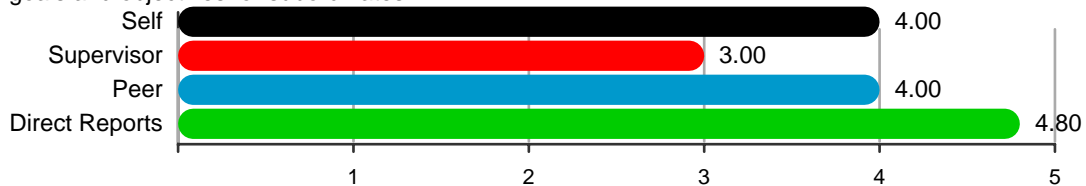
23. Tells subordinates what to do, not how to do it.



24. Allows subordinates to use their own methods and procedures.



25. Defines goals and objectives for subordinates.



Level of Skill

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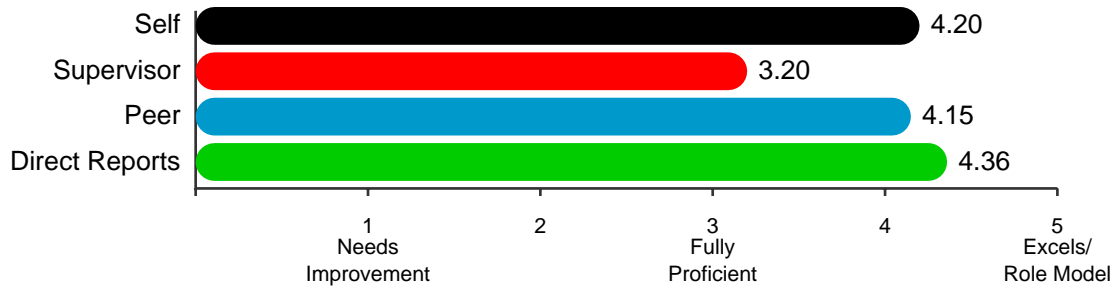
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.00	66.7	13%	20%	20%	47%
22. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.47	53.3	13%	33%	47%	7%
23. Tells subordinates what to do, not how to do it.	15	3.60	66.7	13%	20%	60%	7%
24. Allows subordinates to use their own methods and procedures.	15	4.27	86.7	7%	7%	40%	47%
25. Defines goals and objectives for subordinates.	15	4.20	80.0	7%	13%	33%	47%

Comments:

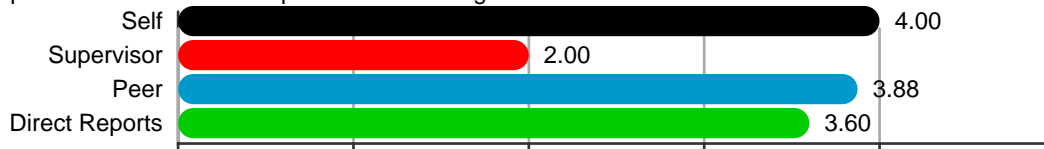
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time to think about discussions, he is willing to work with other departments and staff. He can be stubborn at times.
- _____ is a wonderful person to work for.

Change Management

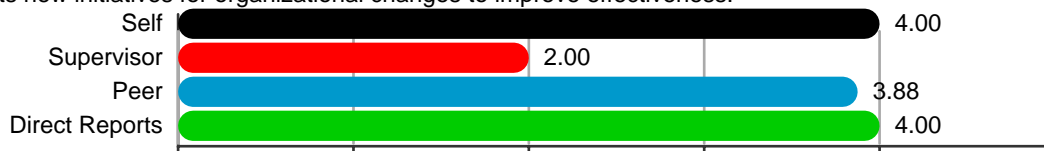
Summary Scores



26. Is an inspiration for others to accept the recent changes.



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



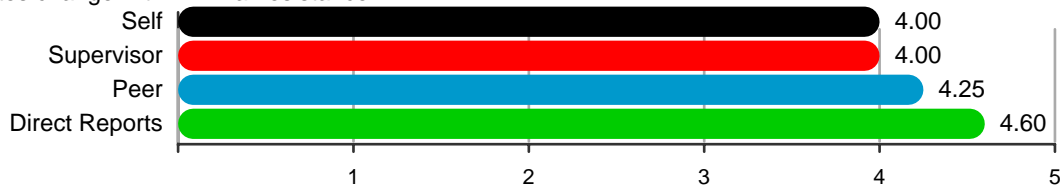
28. Effective in dealing with ambiguous and challenging situations.



29. Develops plans for following through on the changes.



30. Facilitates change with minimal resistance.



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).

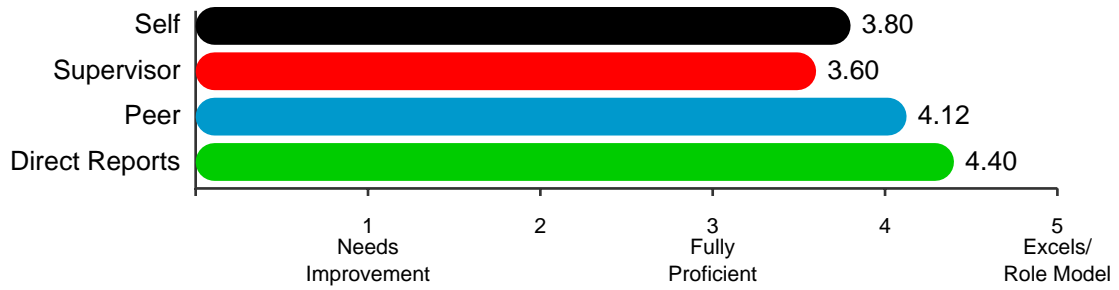
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Is an inspiration for others to accept the recent changes.	15	3.67	66.7	20%	13%	47%		20%
27. Supports new initiatives for organizational changes to improve effectiveness.	15	3.80	73.3	20%	7%	47%		27%
28. Effective in dealing with ambiguous and challenging situations.	15	4.33	86.7	13%		40%		47%
29. Develops plans for following through on the changes.	15	4.67	100.0			33%		67%
30. Facilitates change with minimal resistance.	15	4.33	100.0			67%		33%

Comments:

- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.

Negotiation

Summary Scores



31. Conducts necessary preparations before engaging in negotiations.



32. Influences others through rational argument and persuasion.



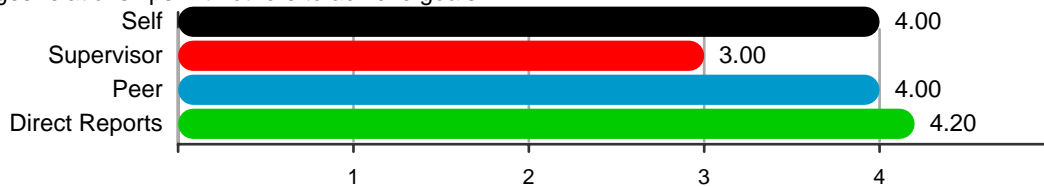
33. Establishes good working relationships with others.



34. Able to adapt to changing situations.



35. Leverages relationships with others to achieve goals.



Level of Skill

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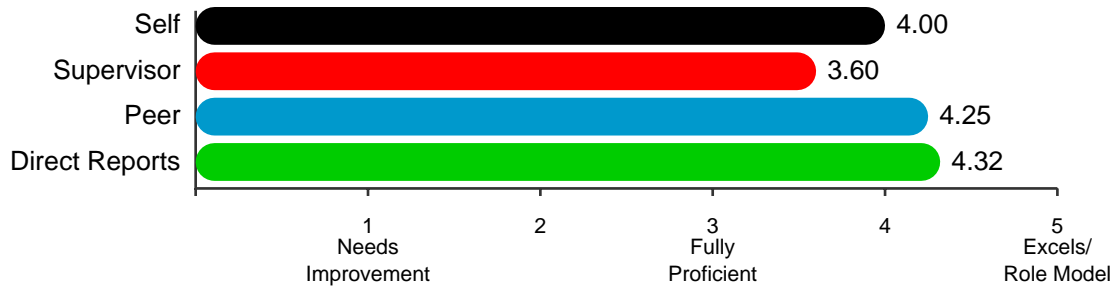
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Conducts necessary preparations before engaging in negotiations.	15	4.07	80.0	20%	53%	27%
32. Influences others through rational argument and persuasion.	15	4.47	100.0		53%	47%
33. Establishes good working relationships with others.	15	4.13	80.0	20%	47%	33%
34. Able to adapt to changing situations.	15	4.13	86.7	13%	60%	27%
35. Leverages relationships with others to achieve goals.	15	4.00	80.0	20%	60%	20%

Comments:

- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Recognition

Summary Scores



36. Lets employees know when they have done well



37. Offers recognition in a timely manner.



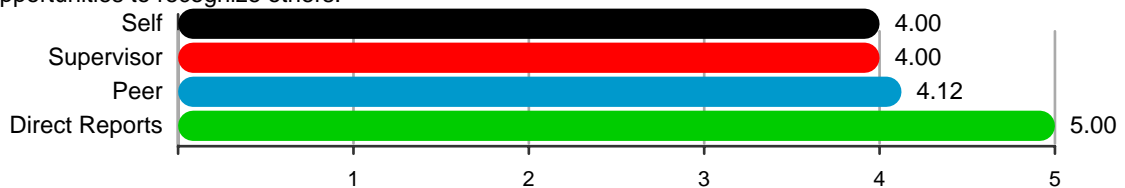
38. Compliments other people when they do good work



39. Recognizes team members who offer a significant contribution to a project.



40. Finds opportunities to recognize others.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Lets employees know when they have done well	15	4.33	100.0			67%		33%
37. Offers recognition in a timely manner.	15	3.93	80.0	13%	7%	53%		27%
38. Compliments other people when they do good work	15	4.27	86.7	13%		47%		40%
39. Recognizes team members who offer a significant contribution to a project.	15	4.13	86.7	13%		60%		27%
40. Finds opportunities to recognize others.	15	4.40	93.3	7%		47%		47%

Comments:

- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- I really appreciate him.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- Don't be afraid to ask questions when stuck on a task.

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 think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____ works very well with other departments.
- He does follow up and follow through.
- Each member feels they are a part of the team and knows their contribution is valued.
- I would encourage him to empathize with his team and show more of a calm, caring side.

What do you like best about working with this individual?

- Demonstrates an ability to remain focused on outcomes.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- _____ is a very good leader.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- 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.

What do you like least about working with this individual?

- _____ always presents himself in the most professional manner.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- Always available to give us what we need to succeed.
- He knows his subject matter!

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

- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- _____ has transitioned into the interim role with ease. . . it seems to have been a smooth transition for staff as well.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- _____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- _____ has a clear process for hiring which has aided his in building an amazing team.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

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

- Don't know where we would be without him.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.

Any final comments?

- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- He is determined to find the answer to any problem or obstacle in his way.