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.
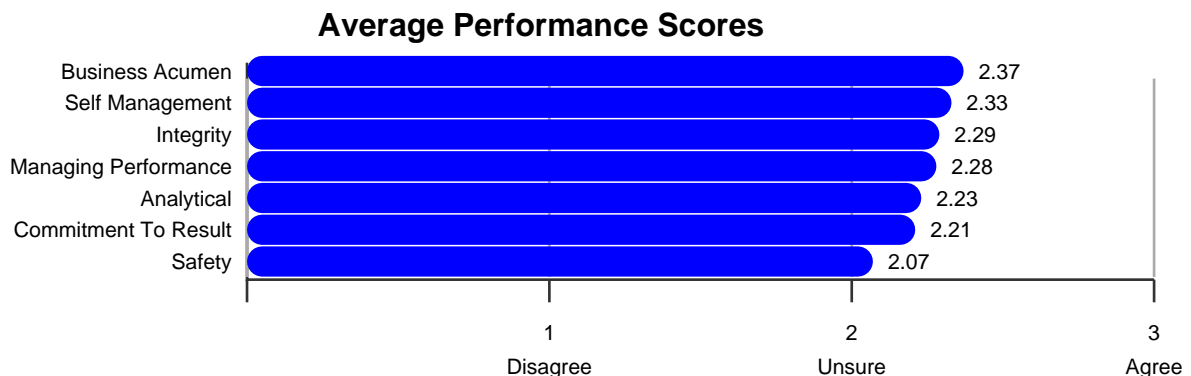
What to Do with Your Feedback

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 7 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.
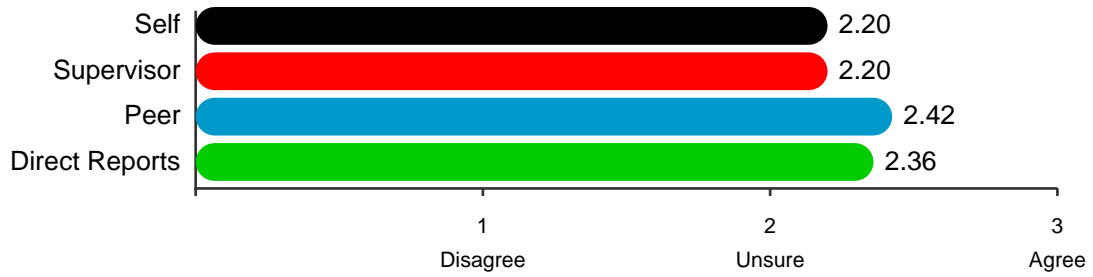
Average Performance Scores

Dimension	Score
Business Acumen	2.37
Self Management	2.33
Integrity	2.29
Managing Performance	2.28
Analytical	2.23
Commitment To Result	2.21
Safety	2.07

Scale: 1 Disagree — 2 Unsure — 3 Agree

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.

| Dimension	How you see yourself and how others see you.	Gap
Integrity	Self 2.00 / Other 2.31	0.31
Managing Performance	Self 2.00 / Other 2.30	0.30
Business Acumen	Self 2.20 / Other 2.39	0.19
Analytical	Self 2.20 / Other 2.23	0.03
Commitment To Result	Self 2.20 / Other 2.21	0.01
Self Management	Self 2.40 / Other 2.33	0.07
Safety	Self 2.20 / Other 2.06	0.14

1 Disagree   2 Unsure   3 Agree

Business Acumen

Summary Scores

1. Considers impact of actions on other areas of the organization.
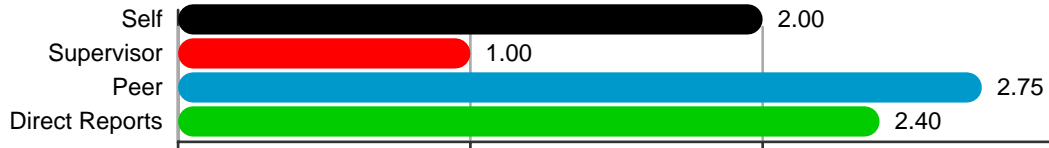

2. Exhibits behavior that is consistent with the vision, mission, and core values of the organization
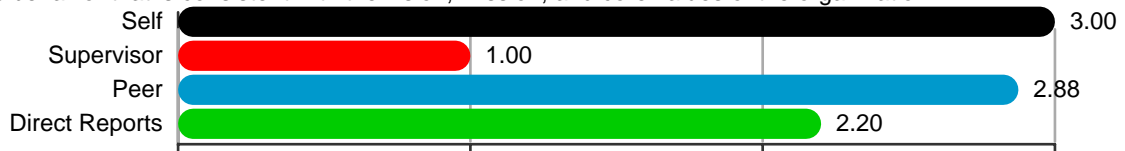
3. Able to align resources to meet the business needs of the company.

4. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance

5. Understands complex issues and problems.

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).
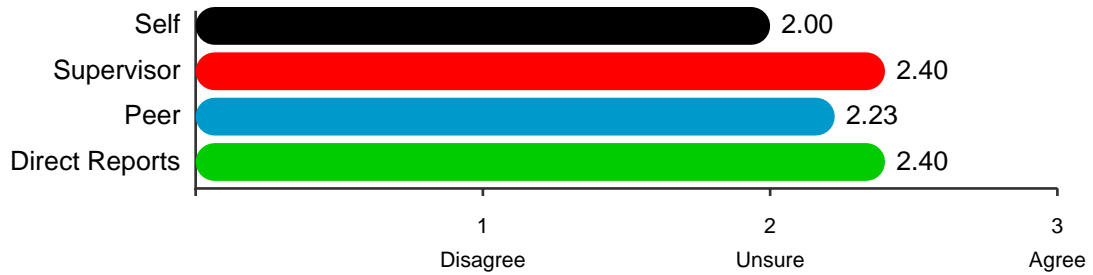
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Considers impact of actions on other areas of the organization.	15	2.27	33.3	7%	60%	33%
2. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.53	73.3	20%	7%	73%
3. Able to align resources to meet the business needs of the company.	15	2.33	40.0	7%	53%	40%
4. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.47	53.3	7%	40%	53%
5. Understands complex issues and problems.	15	2.27	40.0	13%	47%	40%

Comments:
- Is encouraging to other leaders and offers feedback as appropriate.   Great to work with.
- _____ treats all employees with respect and in a very professional manner.
- He keeps focused on things that are important for his department to run smoothly.
- _____ has the talent to use different Leadership styles to fit the situation.
- He knows his material and obviously loves the continued learning that defines best practices.
- _____ sometimes doesn't answer   emails in a timely manner.   Some people have come into our office commenting on this.   One person said they have been waiting a month for a response.

Managing Performance

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Disagree
2 — Unsure
3 — Agree

6. Adjusts performance goals as needed to meet the demands of the department/organization.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Ensures team members understand the department goals.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Uses timely and appropriate corrective/disciplinary actions.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Makes sure commitments are understood and met.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Sets long and short term goals.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00
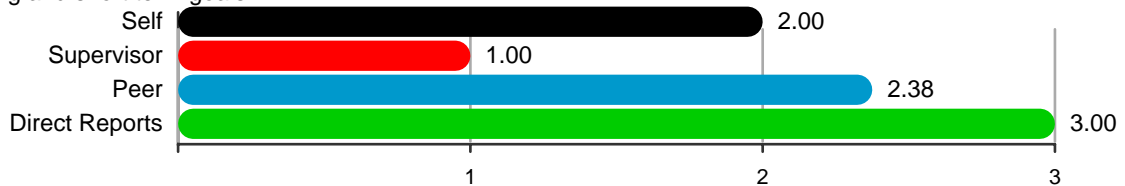
Level of Skill

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).
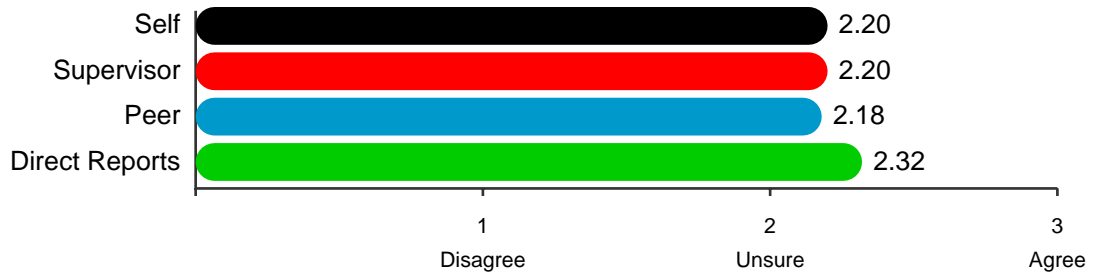
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Adjusts performance goals as needed to meet the demands of the department/organization.	15	2.13	33.3	20%	47%	33%
7. Ensures team members understand the department goals.	15	2.07	26.7	20%	53%	27%
8. Uses timely and appropriate corrective/disciplinary actions.	15	2.33	40.0	7%	53%	40%
9. Makes sure commitments are understood and met.	15	2.40	53.3	13%	33%	53%
10. Sets long and short term goals.	15	2.47	60.0	13%	27%	60%

Comments:
- He has confidence in leading and making decisions improving rapidly.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- Before _____ came into the position it seemed that the department was a dump.
- He interacts effectively with our most difficult customers.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.

Analytical

Summary Scores

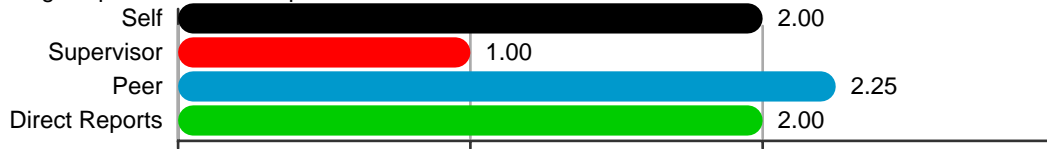|	
Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1 — Disagree
2 — Unsure
3 — Agree

11. Identifies the root cause of a problem.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Identifies problems and issues needing resolution.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Asks the "right" questions to size up or evaluate situations.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Analyzes data and information from several sources and arrives at logical conclusions.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Analyzes issues and reduces them to their component parts.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60
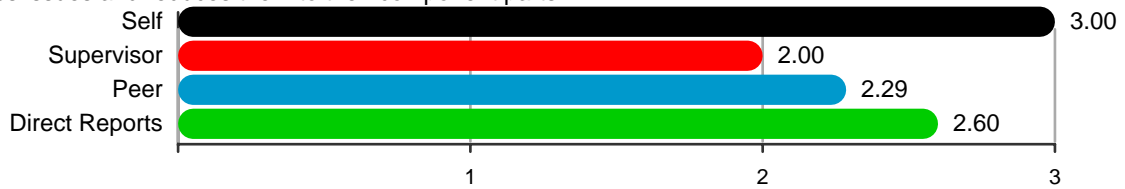
Level of Skill

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. Identifies the root cause of a problem.	15	2.33	40.0	7%	53%	40%
12. Identifies problems and issues needing resolution.	15	2.07	20.0	13%	67%	20%
13. Asks the "right" questions to size up or evaluate situations.	15	2.07	26.7	20%	53%	27%
14. Analyzes data and information from several sources and arrives at logical conclusions.	15	2.27	40.0	13%	47%	40%
15. Analyzes issues and reduces them to their component parts.	14	2.43	50.0	7%	43%	50%

Comments:
- Appreciate _____'s calm approach
- Unfortunately there has been inconsistency in actions and results.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- Accountability on both sides.   Make sure that if a task is delegated then that person should be accountable for the task.
- He's a good and reliable team member.
- He 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.
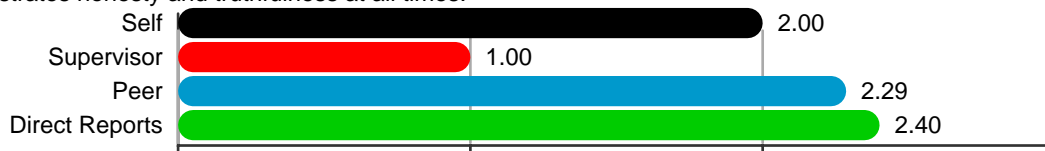
Integrity

Summary Scores
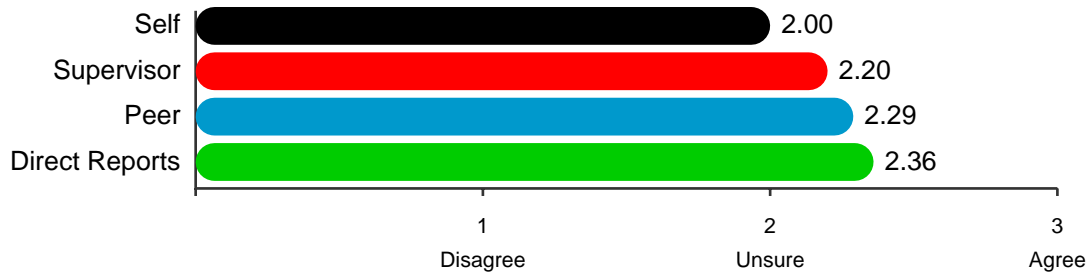
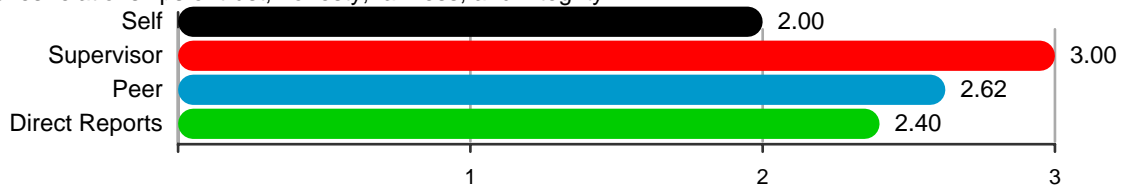16. Does what was promised.
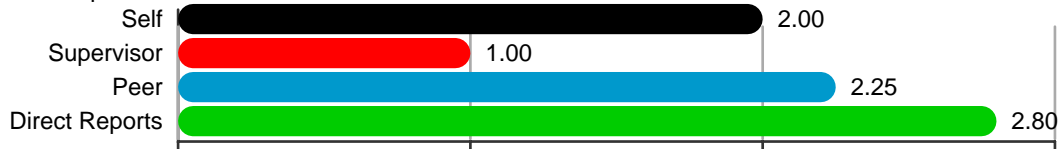
17. Follows tasks to completion.

18. Demonstrates sincerity in actions with others.

19. Demonstrates honesty and truthfulness at all times.

20. Establishes relationships of trust, honesty, fairness, and integrity.

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).
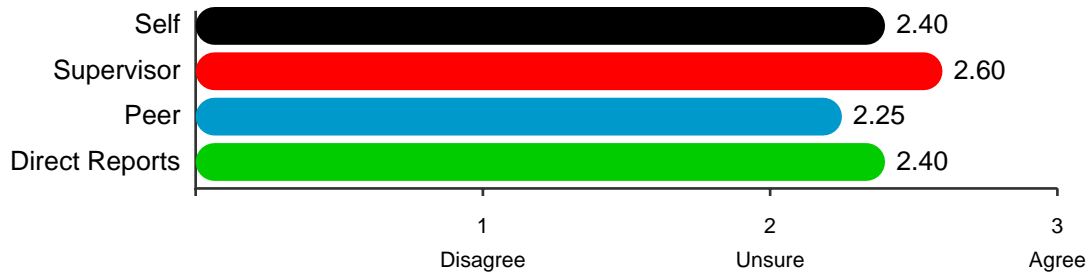
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Does what was promised.	15	2.33	46.7	13%	40%	47%
17. Follows tasks to completion.	15	2.33	40.0	7%	53%	40%
18. Demonstrates sincerity in actions with others.	14	2.00	14.3	14%	71%	14%
19. Demonstrates honesty and truthfulness at all times.	14	2.21	42.9	21%	36%	43%
20. Establishes relationships of trust, honesty, fairness, and integrity.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- _____ is a great mentor and leader for his team.   He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths.   _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- _____ is a great leader.   He provides guidance and sets expectations to ensure desired outcomes.

Self Management

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1 — Disagree
2 — Unsure
3 — Agree

21. Uses patience and self-control in working with customers and associates.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Steps away from a situation to process appropriate response.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Does not allow own emotions to interfere with the performance of others.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Consciously controls own negative emotions in order to keep team morale up.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

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).

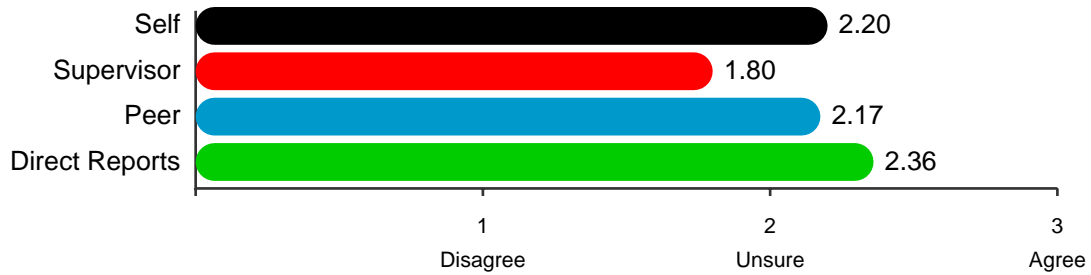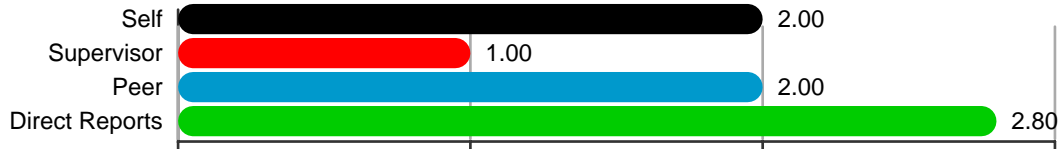| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Uses patience and self-control in working with customers and associates.	15	2.60	66.7	7%	27%	67%
22. Steps away from a situation to process appropriate response.	15	2.33	40.0	7%	53%	40%
23. Does not allow own emotions to interfere with the performance of others.	15	2.07	20.0	13%	67%	20%
24. Consciously controls own negative emotions in order to keep team morale up.	15	2.40	53.3	13%	33%	53%
25. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.27	53.3	27%	20%	53%

Comments:
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- Is always learning.   Whether it is a webinar, tutorial, self-improvement books, etc.
- He had done amazingly well considering all of the global threats to the product line.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- 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.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.

Commitment To Result

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

Scale: 1 Disagree — 2 Unsure — 3 Agree

26. Committed to the team.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

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

|	
Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Maintains persistence and dedication to achieving results.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Takes immediate action toward goals.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Creates a sense of urgency among the store team members to complete activities, which drive sales.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60
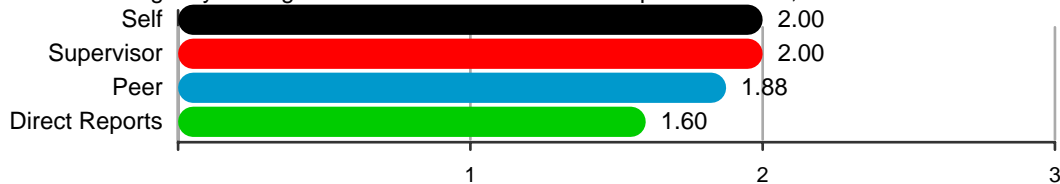
Level of Skill

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. Committed to the team.	15	2.20	33.3	13%	53%	33%
27. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.00	26.7	27%	47%	27%
28. Maintains persistence and dedication to achieving results.	15	2.47	53.3	7%	40%	53%
29. Takes immediate action toward goals.	15	2.60	60.0		40%	60%
30. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	1.80	13.3	33%	53%	13%

Comments:
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- 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.
- He leads by example.
- He is a great teammate!

Safety

Summary Scores
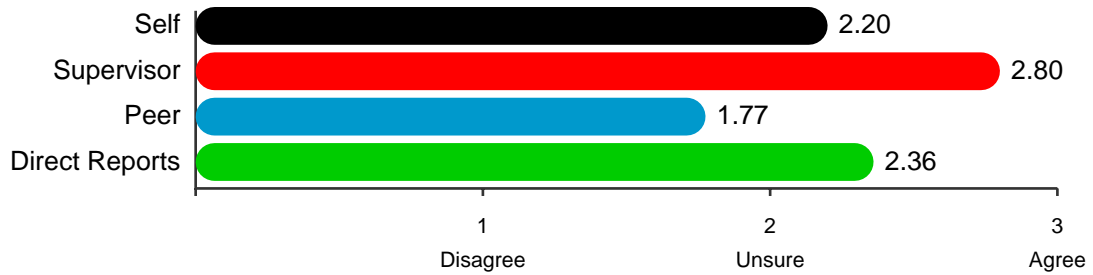
31. Develops a sustainable safety culture.

32. Committed to safety in the workplace.

33. Participates in safety training when available.

34. Participates in safety training as applicable.

35. Supports our company's safety programs.

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. Develops a sustainable safety culture.	15	2.13	33.3	20%	47%	33%
32. Committed to safety in the workplace.	15	2.13	33.3	20%	47%	33%
33. Participates in safety training when available.	15	2.07	33.3	27%	40%	33%
34. Participates in safety training as applicable.	15	2.13	26.7	13%	60%	27%
35. Supports our company's safety programs.	15	1.87	20.0	33%	47%	20%

Comments:
- _____ is consistently auditing different processes in the production line to improve satisfaction.   The outcomes and expectations are clearly communicated to all staff.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- _____ is a professional, motivated, and respected leader.   He is able to engage his staff with clear expectations and leads by example.
- _____ has done a great job in most of the areas above.   He has really moved our services team forward in a very positive way.
- He communicates well to all staff and we know what is expected of us.
- _____ gives me feedback good and indifferent.

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?

- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- He also has always been thankful for any help that I have given his.
- He removes barriers so that we can do our job to the best of our ability.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- He is willing to fill in with daily workload when we are short staffed.

What do you like best about working with this individual?

- _____ embraces the idea of being pro active in a situation, instead of reactive.   He is very supportive of the organizations Core Competency transition.
- He is doing great work with the CCO.   The role of COO is new at [CompanyName] and needs better definition over the long pull.
- _____ 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.
- 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 a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.

What do you like least about working with this individual?

- He has consistently been a strong advocate for me and my team.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- He is open to feedback and actively tries to improve.
- I enjoy working with _____ very much.
- Expectations of scheduling for associate manager's is not always clearly defined.   As a result consistent leadership is not available to staff.   Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.

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

- He communicates well to all staff and we know what is expected of us.
- He tends to have self doubt at times, as we all do.   But he is working on his confidence, and absolutely growing as a person.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- _____ has been particularly helpful to me as I transition into my new role.   He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- Always approachable no matter how busy he is.

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

• Has one of the strongest work ethics I've ever encountered in a team member.
• _____ has done a wonderful job in supporting his team and making himself available.
• _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
• _____ is a new manager.   His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
• _____ makes a concerted effort to ensure that the right people are in the right jobs.
• _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.

Any final comments?

• _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
• He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
• It shows that _____ takes pride in making his direct reports fell like they are doing good work and are valued members of the team.
• _____ is an outstanding manager.
• He often involves his team in decision making and to determine how to achieve outcomes.
• He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.