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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.

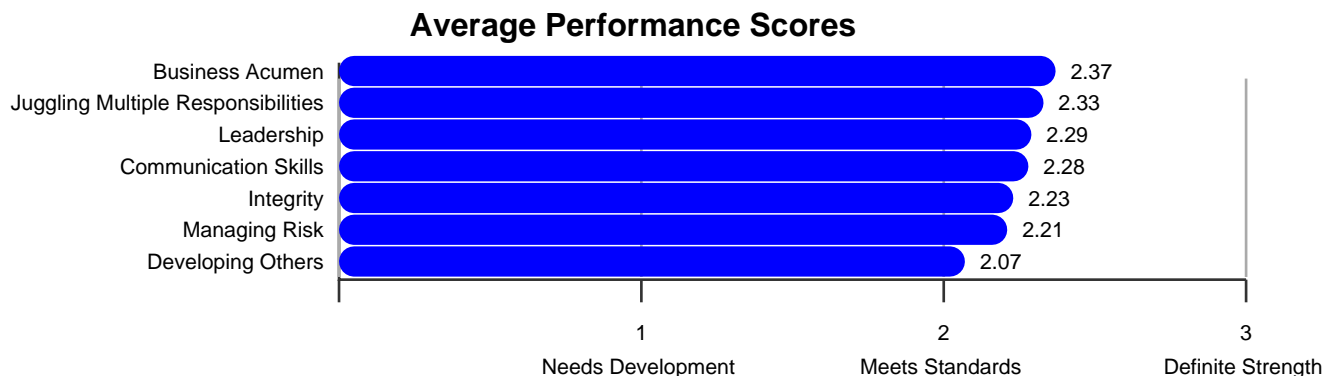
## What to Do with Your Feedback

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

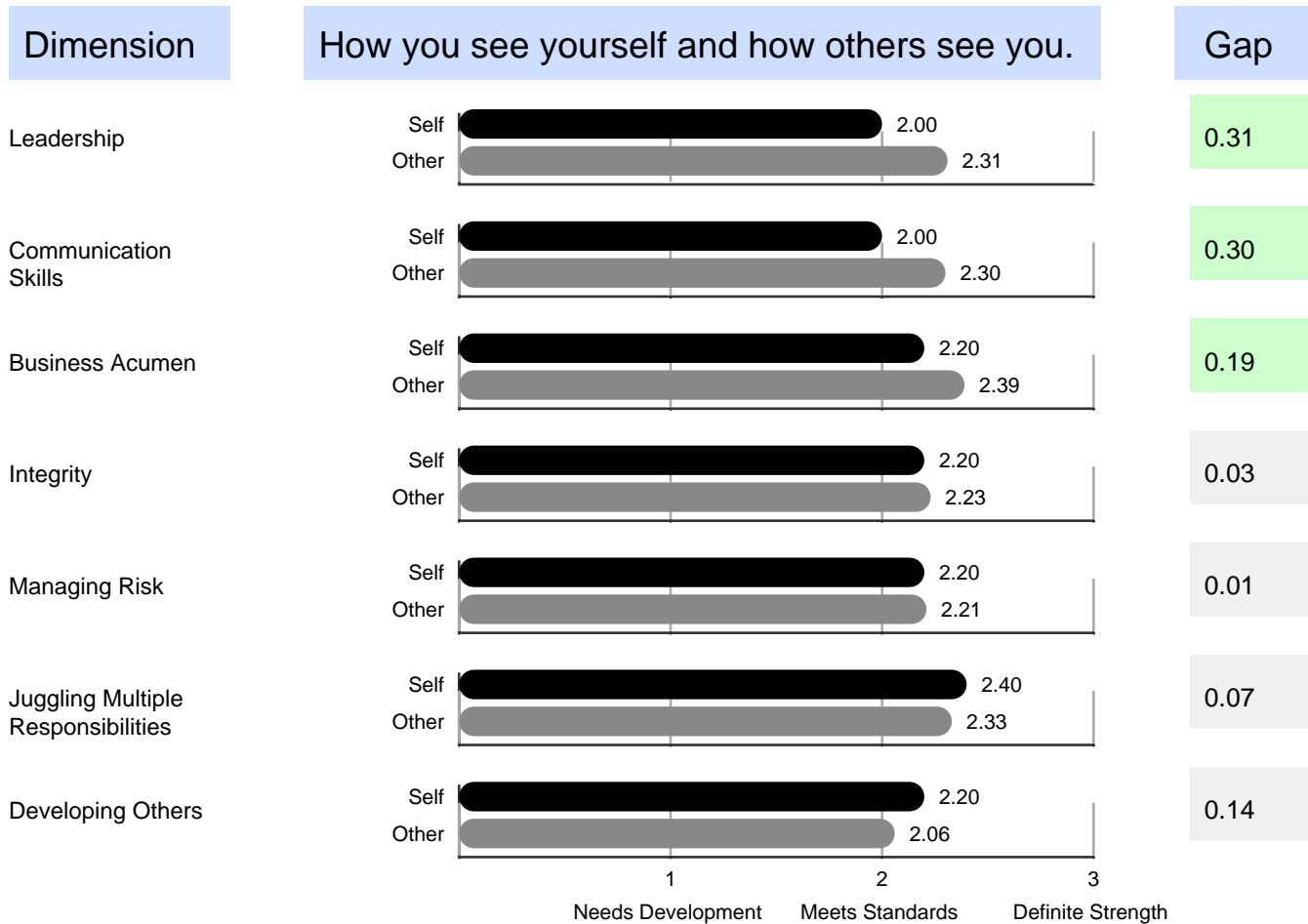
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



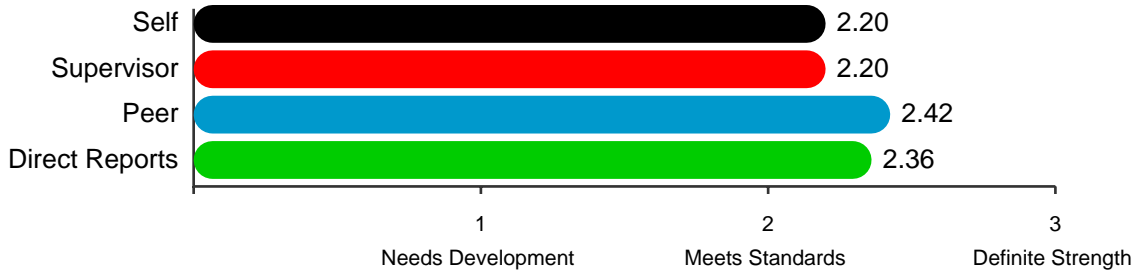
## Gap Analysis

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

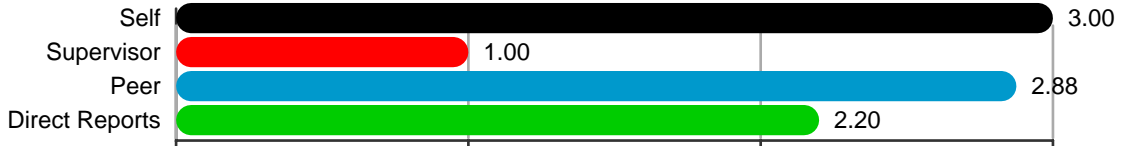
## Summary Scores



### 1. Understands cash flow procedures and statements.



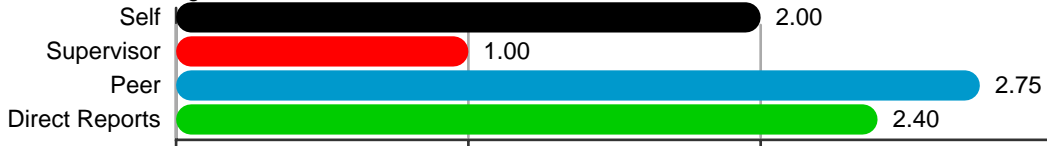
### 2. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



### 3. Applies the knowledge of work processes to influence the achievement of business goals



### 4. Has a good understanding of liabilities and assets.



### 5. Able to correctly assess current/estimated valuations.



## 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 Development) to green (Definite Strength).

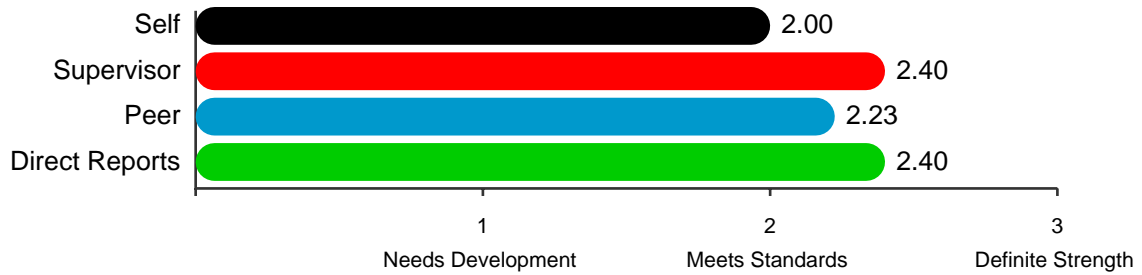
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Understands cash flow procedures and statements.	15	2.27	33.3	7%	60%	33%
2. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.53	73.3	20%	7%	73%
3. Applies the knowledge of work processes to influence the achievement of business goals	15	2.33	40.0	7%	53%	40%
4. Has a good understanding of liabilities and assets.	15	2.47	53.3	7%	40%	53%
5. Able to correctly assess current/estimated valuations.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ 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.
- \_\_\_\_\_ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- He desires to do great work.
- \_\_\_\_\_ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- When issues or questions are raised in the department, \_\_\_\_\_ follows thru to address them in a timely manner.
- He is quick and willing to aid.

# Communication Skills

## Summary Scores



6. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



7. Asks follow-up questions as needed.



8. Communicates with department leadership



9. Presents issues, ideas, and strategy concisely and clearly.



10. Communicates effectively with all levels of the organization.



## Level of Skill

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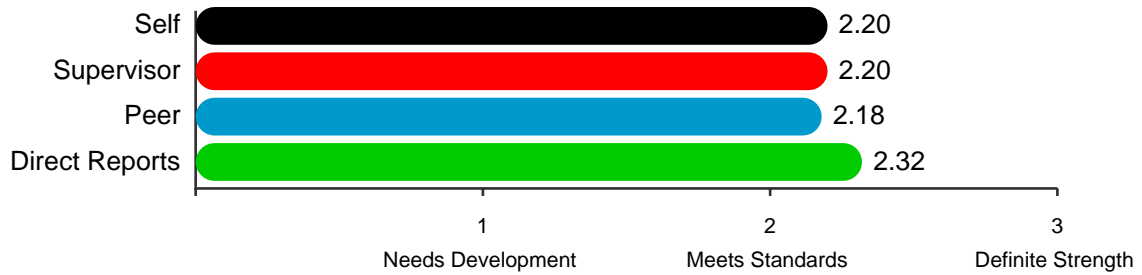
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	2.13	33.3	20%	47%	33%
7. Asks follow-up questions as needed.	15	2.07	26.7	20%	53%	27%
8. Communicates with department leadership	15	2.33	40.0	7%	53%	40%
9. Presents issues, ideas, and strategy concisely and clearly.	15	2.40	53.3	13%	33%	53%
10. Communicates effectively with all levels of the organization.	15	2.47	60.0	13%	27%	60%

### Comments:

- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- I have not had any issues with \_\_\_\_\_ since I have been working for him.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- 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.

# Integrity

## Summary Scores



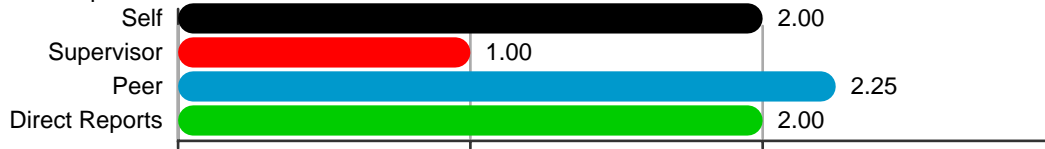
### 11. Maintains strong relationships with others.



### 12. Fosters a high standard of ethics and integrity.



### 13. Does what was promised.



### 14. Accepts responsibility for mistakes.



### 15. Demonstrates honesty and truthfulness at all times.





## Level of Skill

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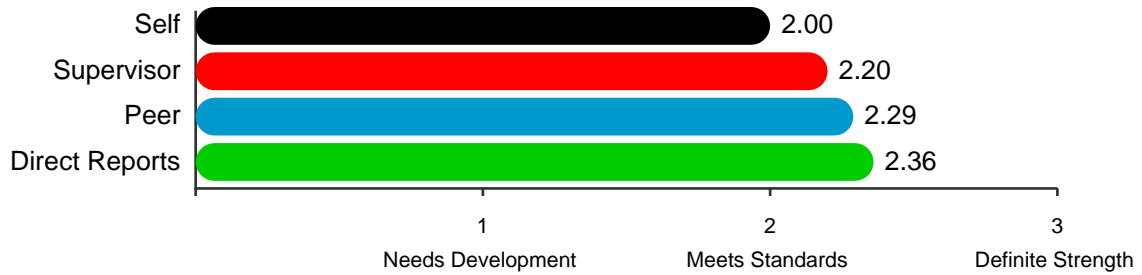
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Maintains strong relationships with others.	15	2.33	40.0	7%	53%	40%
12. Fosters a high standard of ethics and integrity.	15	2.07	20.0	13%	67%	20%
13. Does what was promised.	15	2.07	26.7	20%	53%	27%
14. Accepts responsibility for mistakes.	15	2.27	40.0	13%	47%	40%
15. Demonstrates honesty and truthfulness at all times.	14	2.43	50.0	7%	43%	50%

### Comments:

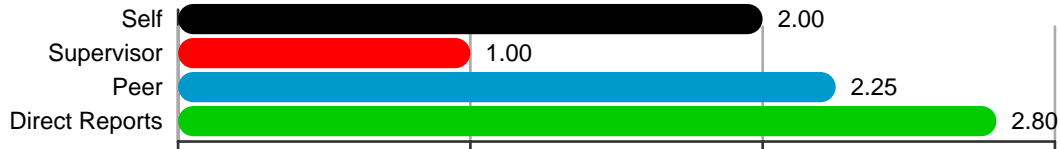
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- He is a charismatic leader. Really the best!!
- \_\_\_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_\_\_ to stand his ground and take care of his employees / department.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- I believe \_\_\_\_\_ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- \_\_\_\_\_ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.

# Leadership

## Summary Scores



16. Holds others accountable for their actions.



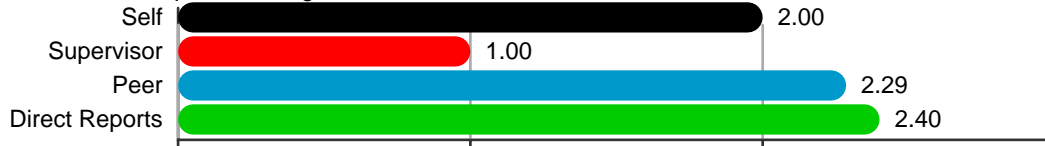
17. Recognizes individual and team accomplishments and reward them appropriately.



18. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.



19. Demonstrates leadership and courage in critical situations.



20. Motivates and challenges employees to attain a shared vision.



## 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 Development) to green (Definite Strength).

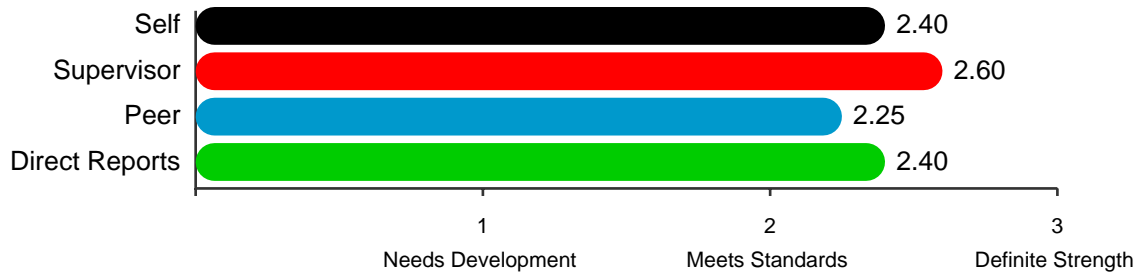
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Holds others accountable for their actions.	15	2.33	46.7	13%	40%	47%
17. Recognizes individual and team accomplishments and reward them appropriately.	15	2.33	40.0	7%	53%	40%
18. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	14	2.00	14.3	14%	71%	14%
19. Demonstrates leadership and courage in critical situations.	14	2.21	42.9	21%	36%	43%
20. Motivates and challenges employees to attain a shared vision.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- \_\_\_\_\_ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- I cannot say if he challenges others.
- He is becoming more comfortable to deliver critical feedback.
- \_\_\_\_\_ knows his team very well and is gaining the same knowledge in regards to his team

# Juggling Multiple Responsibilities

## Summary Scores



21. Spends the most time and effort on critical tasks first.



22. Uses a scheduler/planner to keep tasks organized and on time.



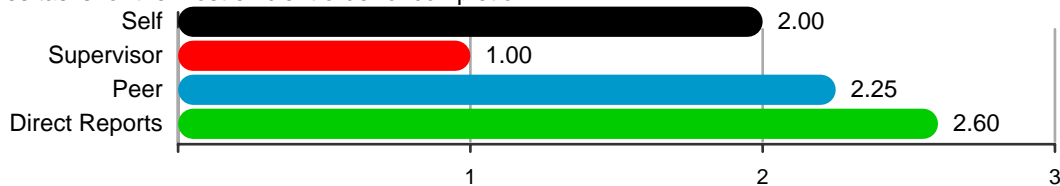
23. Is aware of the deadlines for specific tasks/assignments.



24. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.



25. Organizes tasks for the most efficient order of completion.



## Level of Skill

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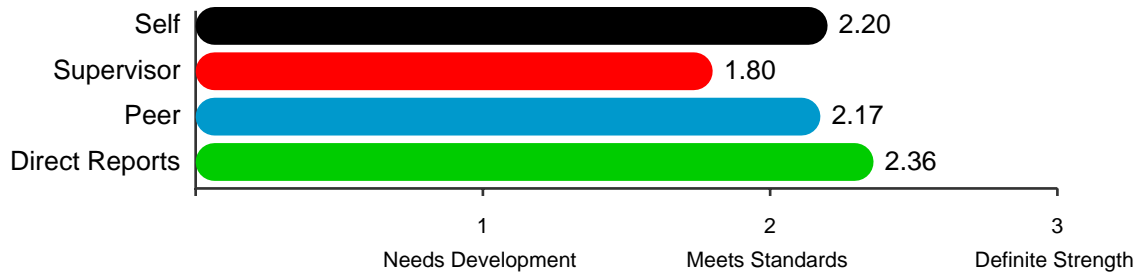
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Spends the most time and effort on critical tasks first.	15	2.60	66.7	7%	27%	67%
22. Uses a scheduler/planner to keep tasks organized and on time.	15	2.33	40.0	7%	53%	40%
23. Is aware of the deadlines for specific tasks/assignments.	15	2.07	20.0	13%	67%	20%
24. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	2.40	53.3	13%	33%	53%
25. Organizes tasks for the most efficient order of completion.	15	2.27	53.3	27%	20%	53%

### Comments:

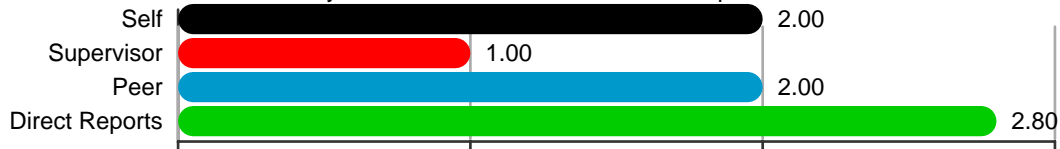
- \_\_\_\_\_ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- \_\_\_\_\_ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_\_\_ and get an honest response.
- \_\_\_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.
- \_\_\_\_\_ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- Personality. Great Mentor and Leader. Talented.

# Managing Risk

## Summary Scores



26. Tracks and monitors incidents that may increase the risk of adverse consequences.



27. Knows how to obtain desired results with minimal losses.



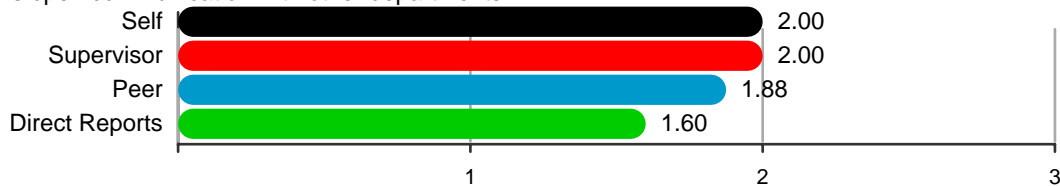
28. Tracks risks in a project.



29. Has the knowledge and skills to accurately identify risks in the workplace.



30. Maintains open communication with other departments.



## 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 Development) to green (Definite Strength).

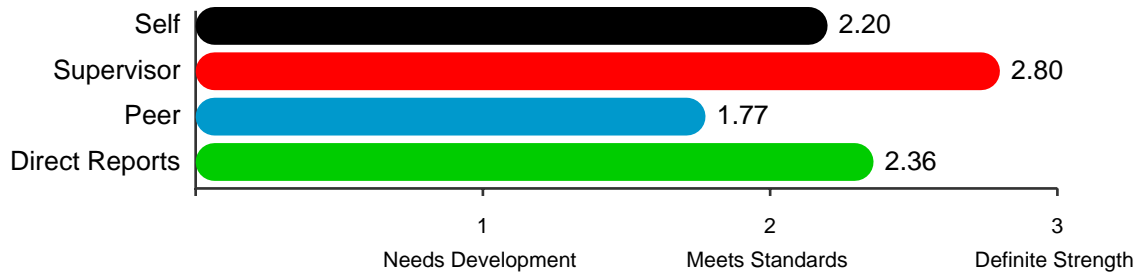
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Tracks and monitors incidents that may increase the risk of adverse consequences.	15	2.20	33.3	13%	53%	33%
27. Knows how to obtain desired results with minimal losses.	15	2.00	26.7	27%	47%	27%
28. Tracks risks in a project.	15	2.47	53.3	7%	40%	53%
29. Has the knowledge and skills to accurately identify risks in the workplace.	15	2.60	60.0		40%	60%
30. Maintains open communication with other departments.	15	1.80	13.3	33%	53%	13%

### Comments:

- He is very relatable and I believe it helps with the initial contact with the prospects.
- \_\_\_\_\_ exceeds in above in all he does.
- \_\_\_\_\_ has been eager to learn his new position and is transitioning well.
- \_\_\_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_\_\_ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. \_\_\_\_\_ invests in the projects he leds 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 makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.

# Developing Others

## Summary Scores



### 31. Recognizes and celebrates accomplishments of others.



### 32. Sets performance objectives for subordinates that encourages development opportunities.



### 33. Provides constructive feedback to others.



### 34. Tries to ensure employees are ready to move to the next level.



### 35. Encourages employees through recognition of positive changes in behavior.





## Level of Skill

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Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Recognizes and celebrates accomplishments of others.	15	2.13	33.3	20%	47%	33%
32. Sets performance objectives for subordinates that encourages development opportunities.	15	2.13	33.3	20%	47%	33%
33. Provides constructive feedback to others.	15	2.07	33.3	27%	40%	33%
34. Tries to ensure employees are ready to move to the next level.	15	2.13	26.7	13%	60%	27%
35. Encourages employees through recognition of positive changes in behavior.	15	1.87	20.0	33%	47%	20%

### Comments:

- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_\_\_ fits the leadership role well.
- He strives for self improvement and is heavily invested in the same for others.
- He is such a model for leaders throughout our organization.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- \_\_\_\_\_ is always working collaboratively with many different teams not only within the organization but within the community

## 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 served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- \_\_\_\_\_ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- \_\_\_\_\_ is the absolute definition of team player.
- I think \_\_\_\_\_ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.

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

- \_\_\_\_\_ is a very positive addition to our Management team.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- Takes complete ownership of role and looks for ways to assist teammates.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- He takes the time to explain to staff the rationale of changes being made.

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

- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- I would like to see his expand personal long-term goals at the company.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- \_\_\_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- \_\_\_\_\_ is a great manager. Very supportive of his staff.
- 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.

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

- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- He has integrity, dependability, and a desire to constantly improve.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- 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.
- Needs to have more face-to-face communications with other employees in the company.
- He has really filled the role of interim manager for the department well.

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

- He has an open door policy and is available when needed.
- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- \_\_\_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_\_\_ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is a great mentor and example to those he supervises.
- I love how he is always open to approach with any questions I have, no matter the hour.
- \_\_\_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_\_\_ without his bringing them before the team for discussion.

### Any final comments?

- \_\_\_\_\_ has been very supportive as a supervisor.
- \_\_\_\_\_ has made some excellent hiring decisions this past year. I am extremely impressed with both \_\_\_\_\_ & \_\_\_\_\_ and look forward to seeing what they will achieve together as a team in this next year.
- \_\_\_\_\_ is a steady leader who maintains his objectivity during stressful times.
- I have appreciated \_\_\_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- \_\_\_\_\_ manages everyone else time very well. He puts everything out there, his soul, his time and his energy all to ensure a good outcome.
- \_\_\_\_\_ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.