



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.

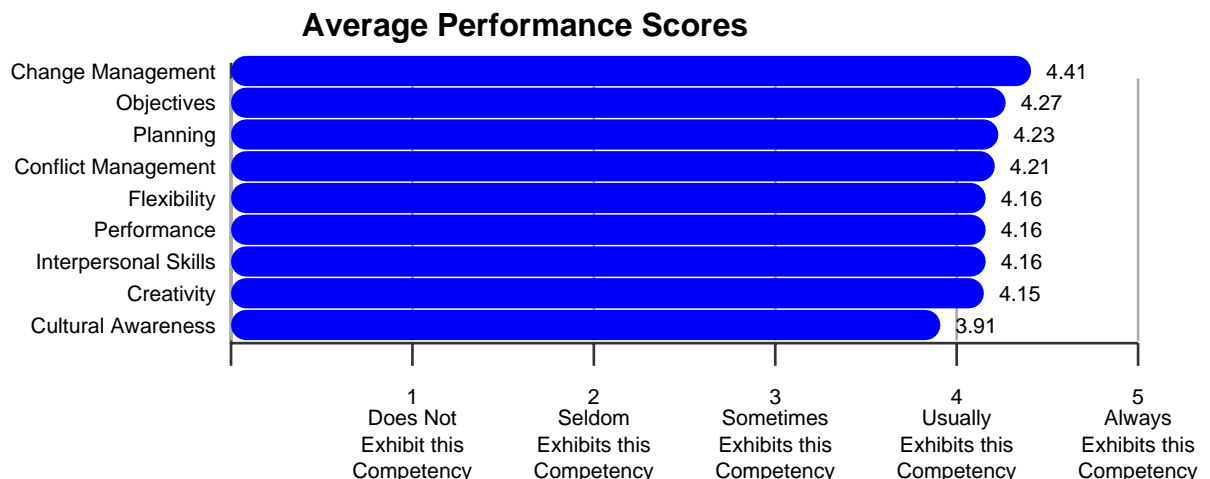
What to Do with Your Feedback

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

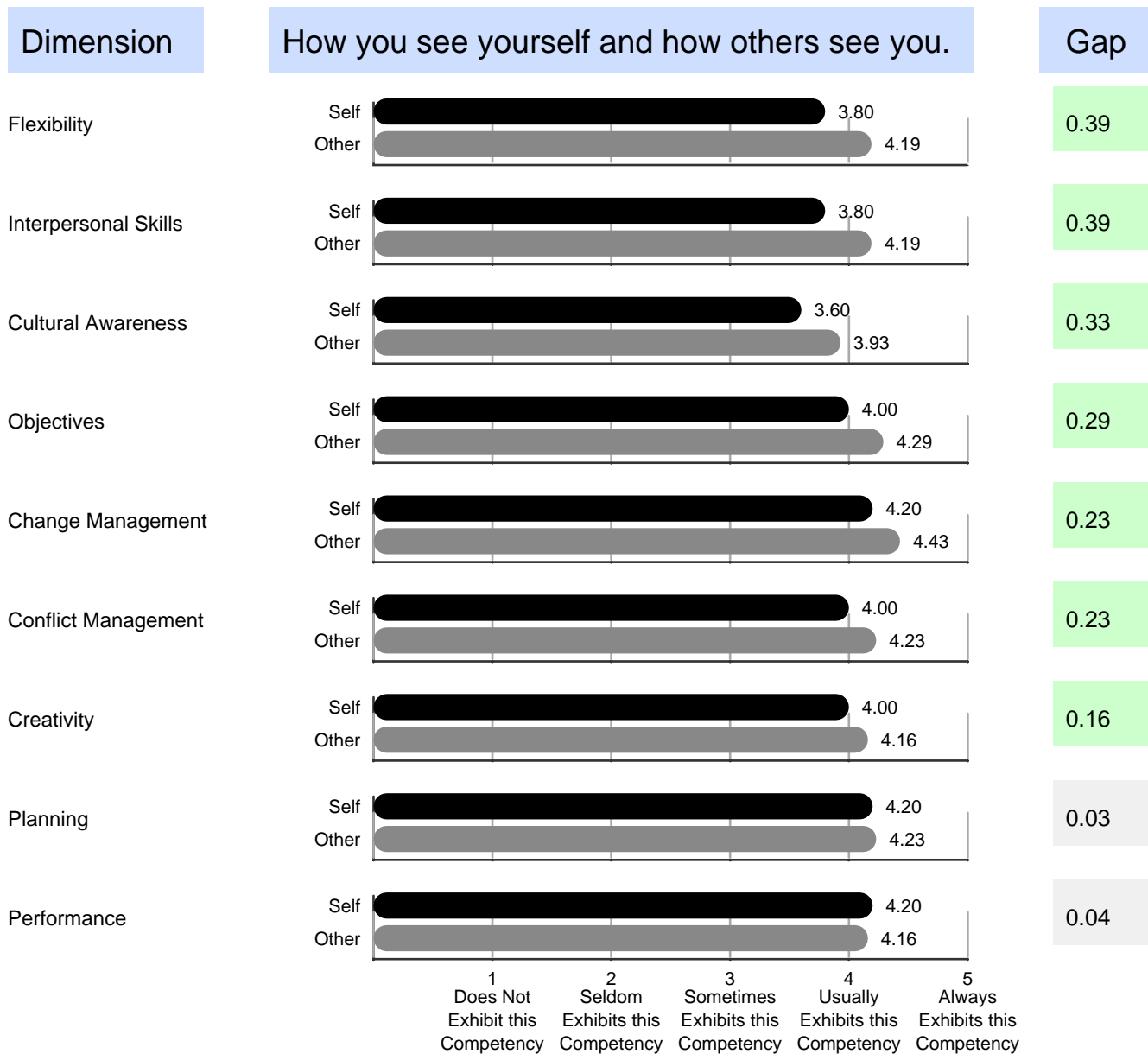
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Change Management

Summary Scores



1. You are effective in implementing new organizational vision and values.



2. You adopt changes to set and example for others to follow.



3. You support new initiatives for organizational changes to improve effectiveness.



4. You are effective in dealing with ambiguous and challenging situations.



5. You assist others in understanding changes to the organization.



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).

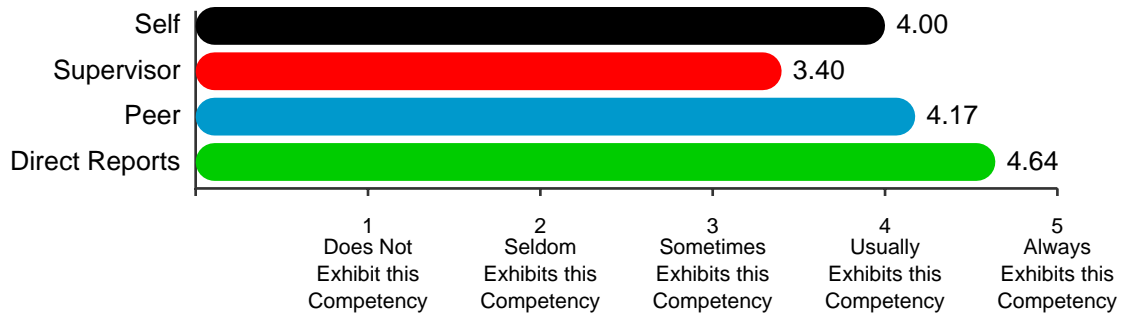
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You are effective in implementing new organizational vision and values.	15	4.20	93.3	7%		67%		27%
2. You adopt changes to set and example for others to follow.	15	4.87	100.0	13%		87%		
3. You support new initiatives for organizational changes to improve effectiveness.	15	4.27	93.3	7%		60%		33%
4. You are effective in dealing with ambiguous and challenging situations.	15	4.40	86.7	13%	33%		53%	
5. You assist others in understanding changes to the organization.	15	4.33	93.3	7%		53%		40%

Comments:

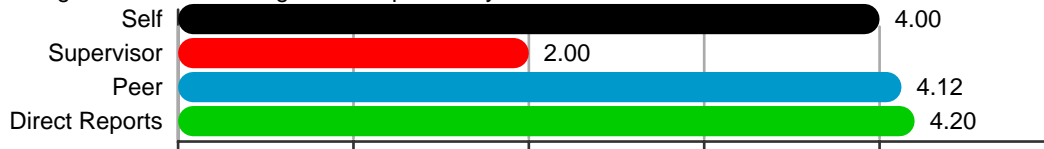
- I appreciate the straight forward style of leadership _____ uses.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- _____ has done tremendous work this past year in the Finance team.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- He guides, influences, supports, facilitates his team towards the achievement of goals.

Objectives

Summary Scores



6. You encourage others to take on greater responsibility.



7. You organize and schedules events, activities, and resources.



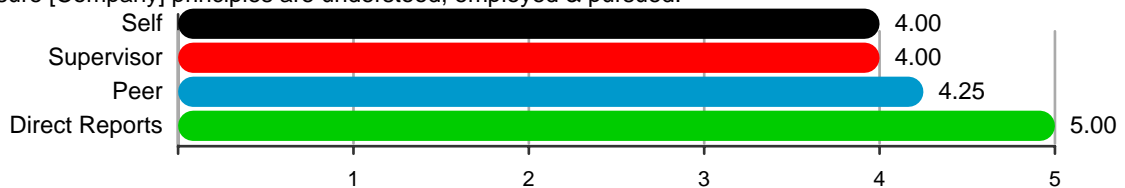
8. You communicate goals and objectives to employees.



9. You work toward achieving established goals and objectives.



10. You assure [Company] principles are understood, employed & pursued.



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).

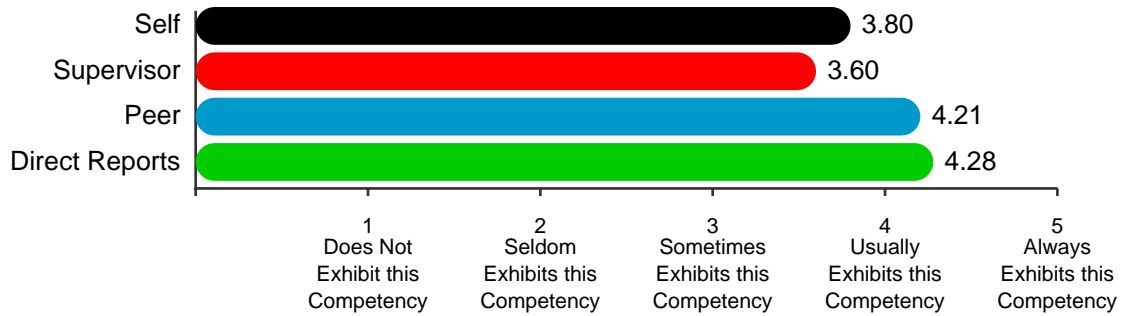
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You encourage others to take on greater responsibility.	15	4.00	80.0	7%	13%	53%	27%	
7. You organize and schedules events, activities, and resources.	15	4.07	80.0		20%	53%	27%	
8. You communicate goals and objectives to employees.	15	4.33	93.3	7%	47%	47%		
9. You work toward achieving established goals and objectives.	15	4.47	93.3	7%	40%	53%		
10. You assure [Company] principles are understood, employed & pursued.	15	4.47	93.3	7%	40%	53%		

Comments:

- He is continually looking for ways to improve our service to our customers.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- He is always available to listen, lend a hand, or guide the staff when needed.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- _____ is always professional during interactions with staff.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

Flexibility

Summary Scores



11. You are able to adapt to new situations.



12. You are open to the perspectives/viewpoints of others.



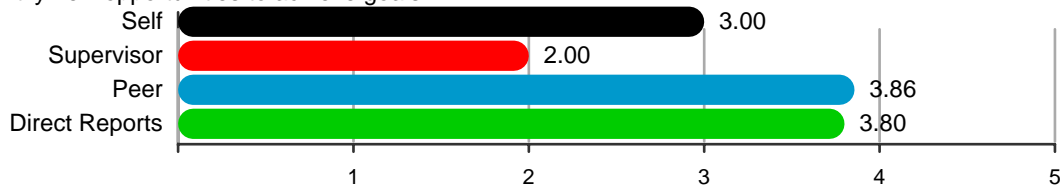
13. You adapt to new organizational structures, policies, or procedures.



14. You work effectively during periods of change.



15. You identify new opportunities to achieve goals



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).

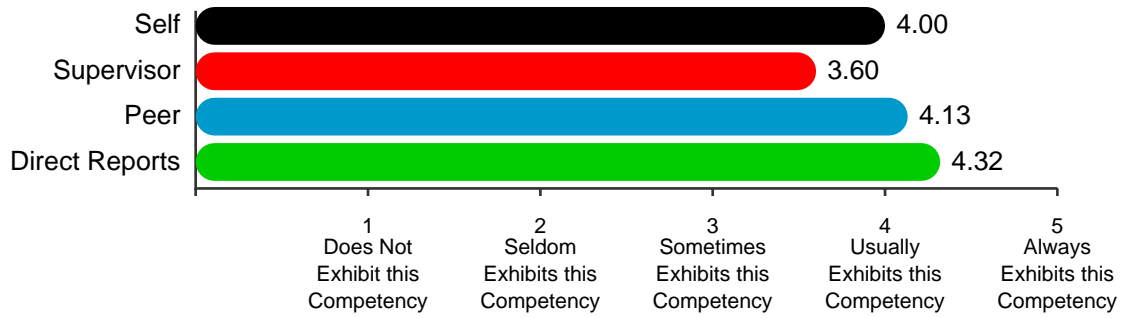
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You are able to adapt to new situations.	15	4.60	100.0			40%	60%	
12. You are open to the perspectives/viewpoints of others.	15	4.27	100.0			73%		27%
13. You adapt to new organizational structures, policies, or procedures.	15	4.33	100.0			67%		33%
14. You work effectively during periods of change.	15	3.93	73.3		27%		53%	20%
15. You identify new opportunities to achieve goals	14	3.64	57.1	14%		29%	36%	21%

Comments:

- I think _____ works really hard to engage with everyone of us.
- He is well respected.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

Creativity

Summary Scores



16. You inspire creativity in your team.



17. You are creative.



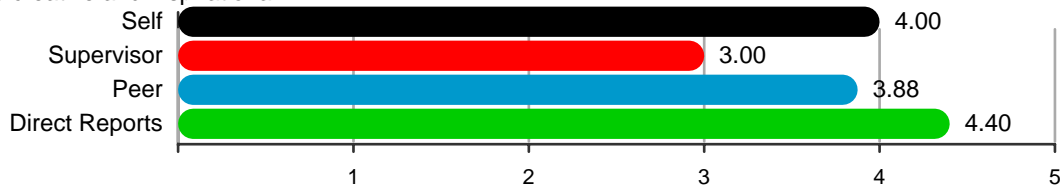
18. You develop solutions to challenging problems.



19. You add value to the department/organization.



20. You are creative and inspirational.



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).

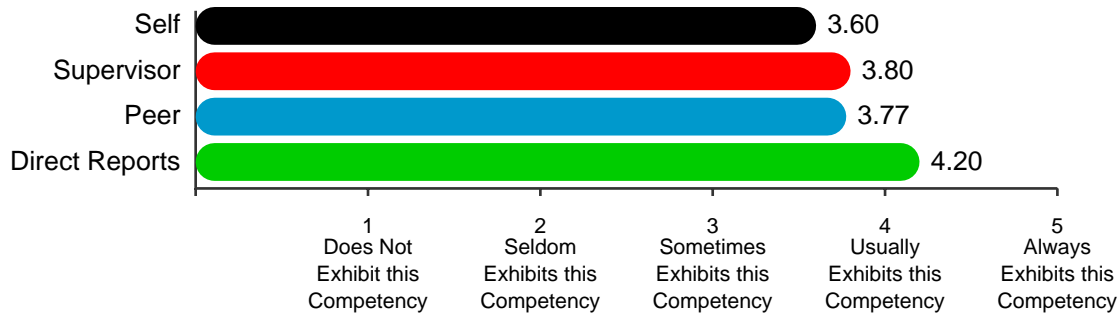
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You inspire creativity in your team.	15	4.33	86.7	13%	40%	47%		
17. You are creative.	15	4.27	93.3	7%	60%	33%		
18. You develop solutions to challenging problems.	14	4.00	92.9	7%	86%	7%		
19. You add value to the department/organization.	14	4.14	85.7	7%	7%	50%	36%	
20. You are creative and inspirational.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- _____ is an impressive performer.
- Experience, mentoring and self-confidence.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- Manager engages in all categories described above as marked.

Cultural Awareness

Summary Scores



21. You seek out different viewpoints and benefits from different perspectives.



22. You value the opinions of diverse groups and individual.



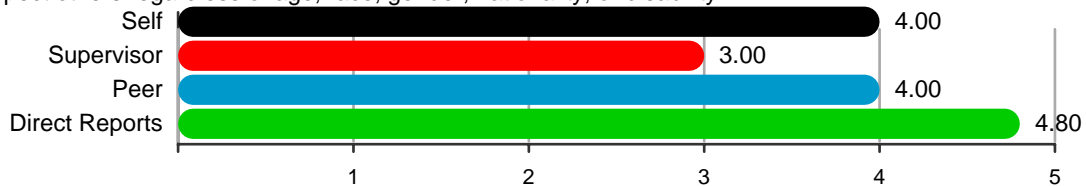
23. You show respect in daily interactions



24. You recognize and value individual and cultural differences.



25. You respect others regardless of age, race, gender, nationality, or disability.



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).

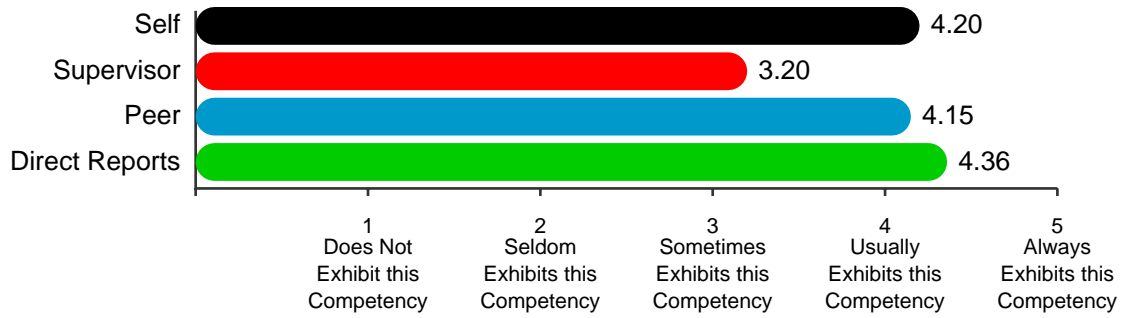
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You seek out different viewpoints and benefits from different perspectives.	15	4.00	66.7	13%	20%	20%	47%	
22. You value the opinions of diverse groups and individual.	15	3.47	53.3	13%	33%	47%	7%	
23. You show respect in daily interactions	15	3.60	66.7	13%	20%	60%	7%	
24. You recognize and value individual and cultural differences.	15	4.27	86.7	7%	7%	40%	47%	
25. You respect others regardless of age, race, gender, nationality, or disability.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

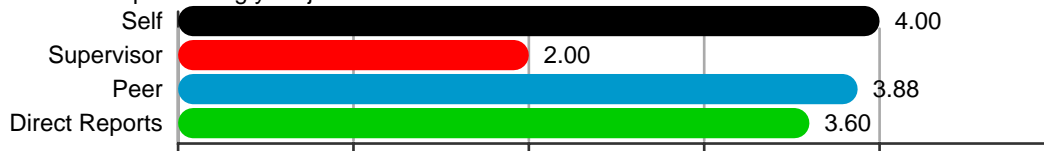
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- _____ is a great manager. Very supportive of his staff.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- He truly is the best Manager I have ever had.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.

Performance

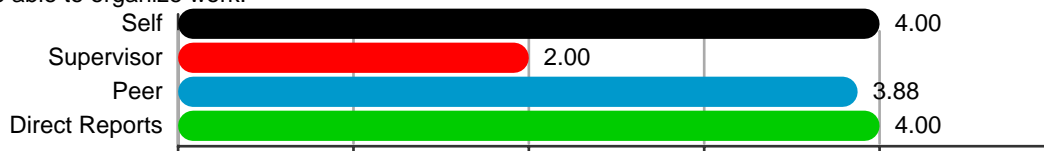
Summary Scores



26. You are effective in performing your job.



27. You are able to organize work.



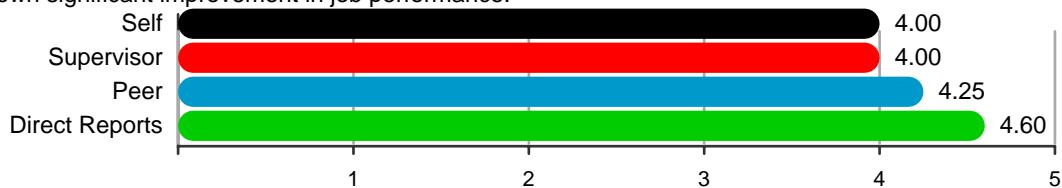
28. You listen and respond to issues and problems



29. You work well in this position.



30. You shown significant improvement in job performance.



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).

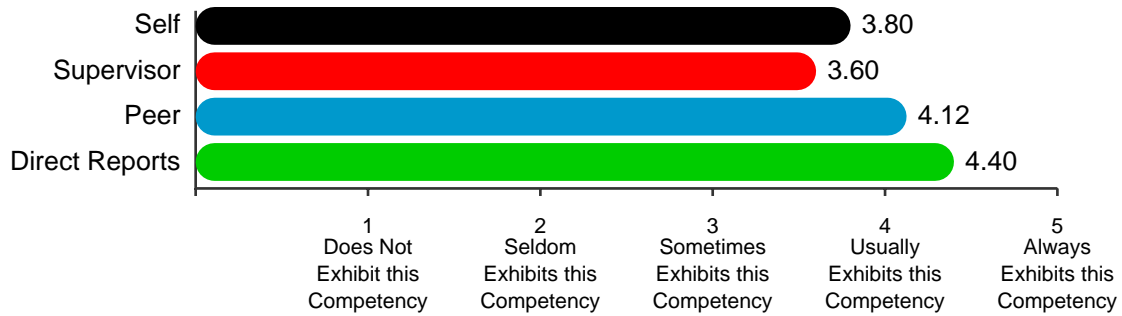
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You are effective in performing your job.	15	3.67	66.7	20%	13%	47%	20%	
27. You are able to organize work.	15	3.80	73.3	20%	7%	47%	27%	
28. You listen and respond to issues and problems	15	4.33	86.7	13%	40%	47%		
29. You work well in this position.	15	4.67	100.0		33%	67%		
30. You shown significant improvement in job performance.	15	4.33	100.0		67%	33%		

Comments:

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- _____ has been very helpful to me as a new manager this year.
- _____ treats all employees with respect and in a very professional manner.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.

Interpersonal Skills

Summary Scores



31. You build a strong rapport with co-workers.



32. You are open and approachable



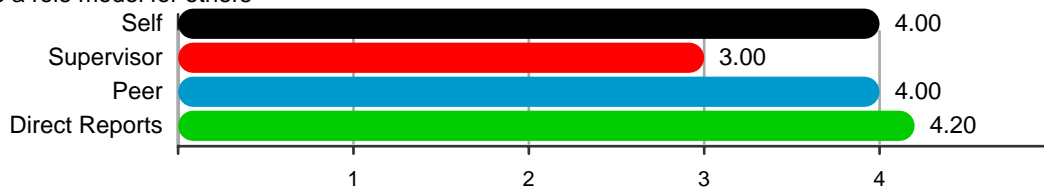
33. You are trusted by peers and co-workers; others are willing to confide in him/her



34. You anticipate the concerns of other employees.



35. You are a role model for 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

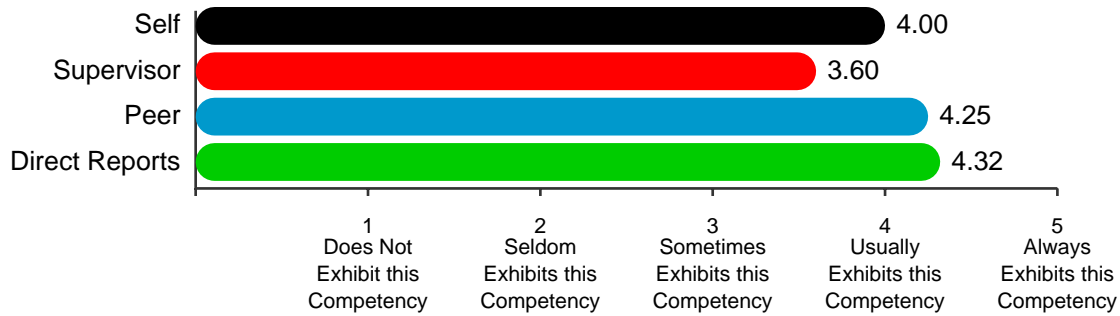
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You build a strong rapport with co-workers.	15	4.07	80.0	20%		53%		27%
32. You are open and approachable	15	4.47	100.0			53%		47%
33. You are trusted by peers and co-workers; others are willing to confide in him/her	15	4.13	80.0	20%		47%		33%
34. You anticipate the concerns of other employees.	15	4.13	86.7	13%		60%		27%
35. You are a role model for others	15	4.00	80.0	20%		60%		20%

Comments:

- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- _____'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.
- _____ has been instrumental in the working relationship of our department.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.

Conflict Management

Summary Scores



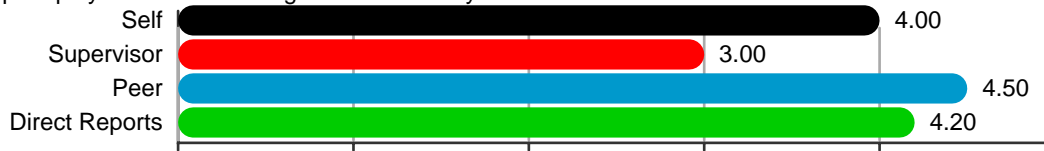
36. You deal effectively with employee grievances.



37. You assist team members by helping them see the other point of view.



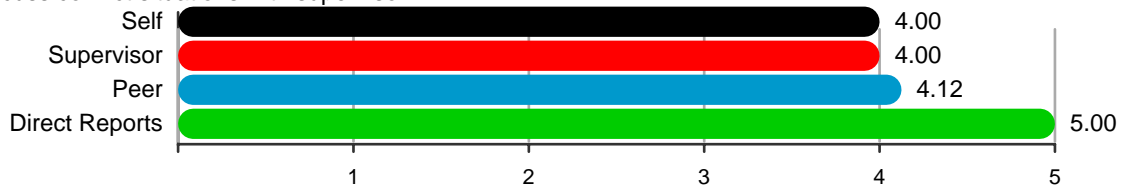
38. You help employees to think through alternative ways to resolve conflict situations.



39. You identify and takes steps to prevent potential confrontations.



40. You discuss conflict situations with supervisor.



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).

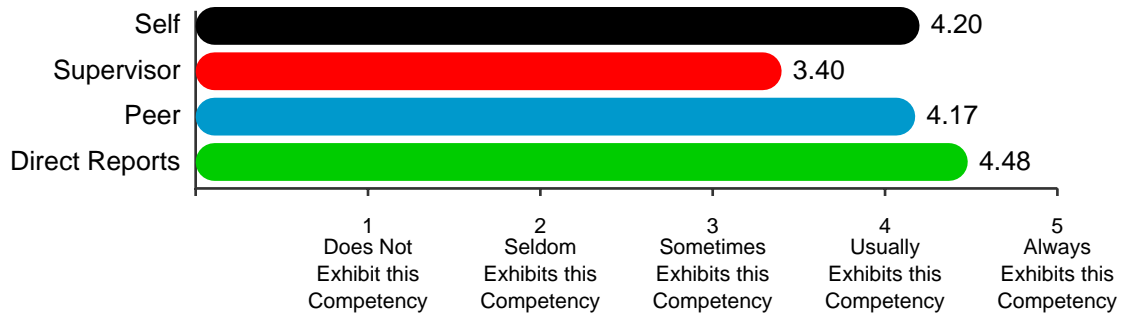
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You deal effectively with employee grievances.	15	4.33	100.0			67%		33%
37. You assist team members by helping them see the other point of view.	15	3.93	80.0	13%	7%	53%		27%
38. You help employees to think through alternative ways to resolve conflict situations.	15	4.27	86.7		13%	47%		40%
39. You identify and takes steps to prevent potential confrontations.	15	4.13	86.7		13%	60%		27%
40. You discuss conflict situations with supervisor.	15	4.40	93.3		7%	47%		47%

Comments:

- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- _____ not only values and listens to his staff he also gives them the support they need.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- He is very knowledgeable and is always willing to lend a helping hand!

Planning

Summary Scores



41. You are able to identify the needs of the department before a major change.



42. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.



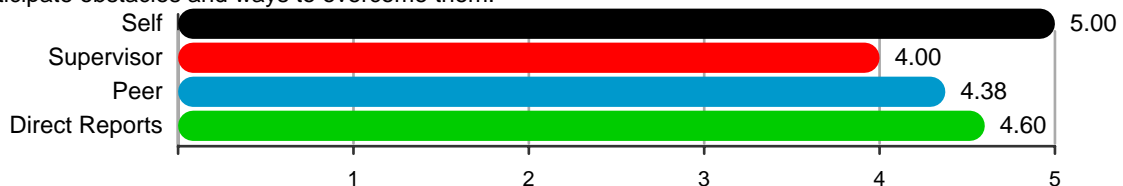
43. You are able to look ahead (beyond the present) when addressing the work/needs of the department.



44. You work in an organized manner



45. You anticipate obstacles and ways to overcome them.



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
41. You are able to identify the needs of the department before a major change.	15	4.33	93.3	7%	53%		40%	
42. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	15	4.20	80.0	20%	40%		40%	
43. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.13	86.7	13%	60%		27%	
44. You work in an organized manner	15	4.00	86.7	13%	73%			13%
45. You anticipate obstacles and ways to overcome them.	15	4.47	93.3	7%	40%		53%	

Comments:

- When dealing with HR issues my HR business partner is always involved.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- He is beginning to reach out to the other managers more, and it is appreciated.
- I appreciate his style and support.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.

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?

- _____ is trusting his team, and expecting high standards of behavior from all employees.
- I can depend on him with whatever is needed.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- 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.
- _____ always presents himself in the most professional manner.
- _____ is a great role model and leader. Others could learn from his style.

What do you like best about working with this individual?

- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- He often involves his team in decision making and to determine how to achieve outcomes.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that _____'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.

What do you like least about working with this individual?

- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- He cares deeply about the engagement of his staff and has concern for those in need.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

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

- _____ always remembers the customer is at the center of what we do.
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- _____ can be counted on for his reliability.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

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

- He is open to new ideas and ways to improve the service we provide.
- _____ always remembers the customer is at the center of what we do.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- _____ has been eager to learn his new position and is transitioning well.
- He includes appropriate people in his decisions and follows through on decisions made.
- Ready to tackle any given problem and help others finish 1st

Any final comments?

- He is in an often times impossible position and is doing well all things considered
- he is open and willing to share his vision for the team.
- _____ always goes above and beyond in his daily work.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- I appreciate his style and support.