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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.

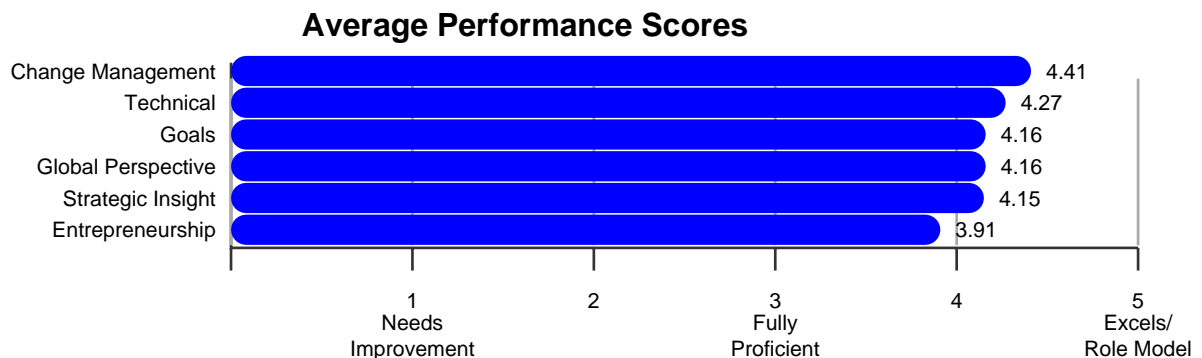
## What to Do with Your Feedback

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 6 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.



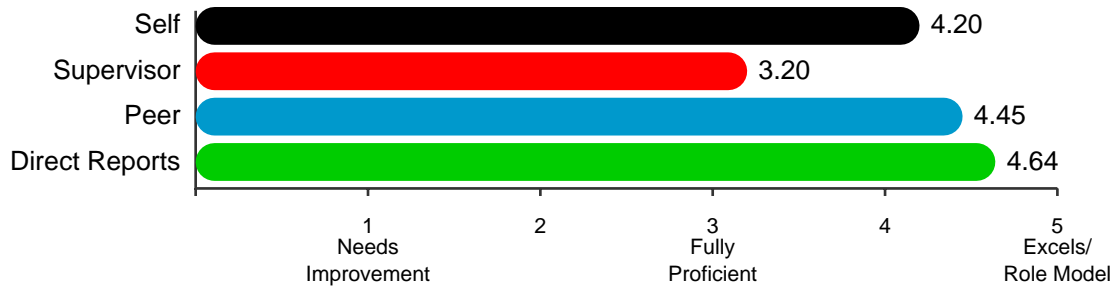
# Gap Analysis

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. Supports new initiatives for organizational changes to improve effectiveness.



### 2. Effective in implementing new organizational vision and values.



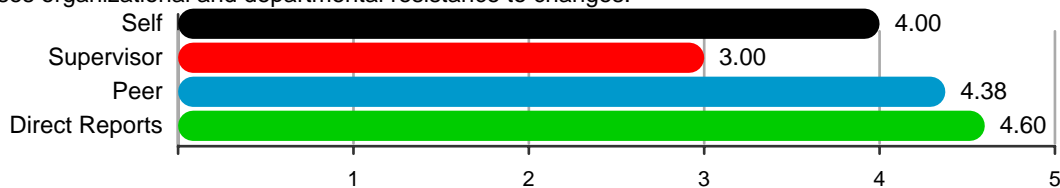
### 3. Works cooperatively with others to implement changes.



### 4. Effective in dealing with ambiguous and challenging situations.



### 5. Addresses organizational and departmental resistance to changes.



## 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. Supports new initiatives for organizational changes to improve effectiveness.	15	4.20	93.3	7%	67%	27%
2. Effective in implementing new organizational vision and values.	15	4.87	100.0	13%	87%	
3. Works cooperatively with others to implement changes.	15	4.27	93.3	7%	60%	33%
4. Effective in dealing with ambiguous and challenging situations.	15	4.40	86.7	13%	33%	53%
5. Addresses organizational and departmental resistance to changes.	15	4.33	93.3	7%	53%	40%

### Comments:

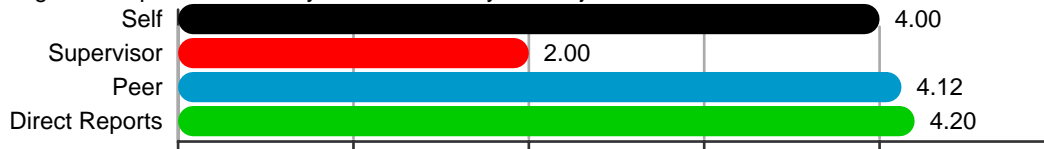
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- \_\_\_\_\_'s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.
- \_\_\_\_\_ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_\_\_ has done with this but needs to be addressed and improved.
- He is a high energy individual, with a level of integrity that goes above and beyond.

# Technical

## Summary Scores



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



7. Knows how to produce high quality products/work.



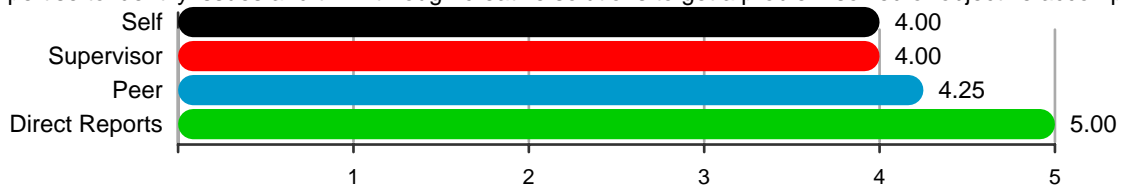
8. Willingly shares his/her technical expertise; sought out as resource by others



9. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



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



## 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
6. Is knowledgeable of procedures or systems necessary for the job.	15	4.00	80.0	7%	13%	53%		27%
7. Knows how to produce high quality products/work.	15	4.07	80.0		20%	53%		27%
8. Willingly shares his/her technical expertise; sought out as resource by others	15	4.33	93.3	7%		47%		47%
9. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.47	93.3	7%		40%		53%
10. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.47	93.3	7%		40%		53%

### Comments:

- He is a very diligent hard worker.
- Dependability, with whatever is needed.
- \_\_\_\_\_'s priority is our customers and community.
- \_\_\_\_\_ is able to multitask in a variety of ways.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- \_\_\_\_\_ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!

# Goals

## Summary Scores



### 11. Establishes and documents goals and objectives.



### 12. Achieves goals.



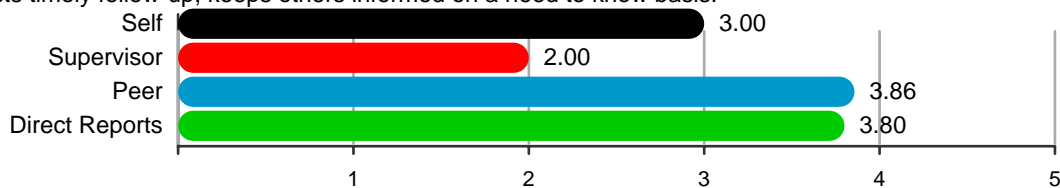
### 13. Achieves established goals.



### 14. Makes sure that I have a clear idea of our group's goals.



### 15. Conducts timely follow-up; keeps others informed on a need to know basis.





## 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).

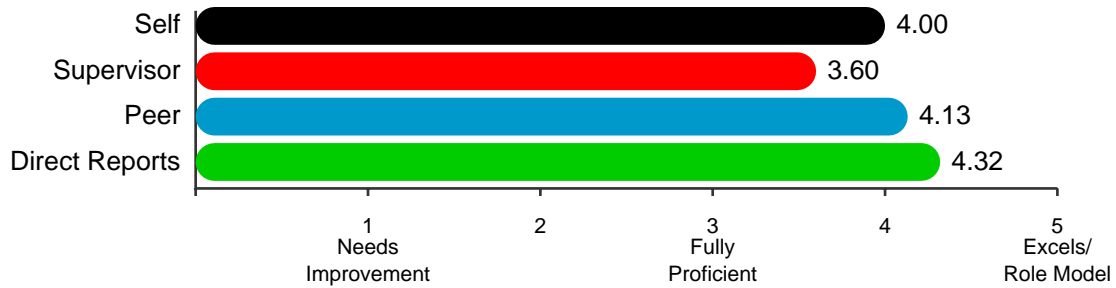
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Establishes and documents goals and objectives.	15	4.60	100.0	40%	60%	
12. Achieves goals.	15	4.27	100.0	73%	27%	
13. Achieves established goals.	15	4.33	100.0	67%	33%	
14. Makes sure that I have a clear idea of our group's goals.	15	3.93	73.3	27%	53%	20%
15. Conducts timely follow-up; keeps others informed on a need to know basis.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_\_\_ continually devotes his attention to opportunities for process improvement and professional growth.
- He leads by example, not reputation.
- I have had the opportunity to work with \_\_\_\_\_ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- Lean on team to help reduce burden and establish clear expectations.
- 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].
- On occasion \_\_\_\_\_'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.

# Strategic Insight

## Summary Scores



### 16. Implements long-term solutions to problems.



### 17. Identifies root causes of problems.



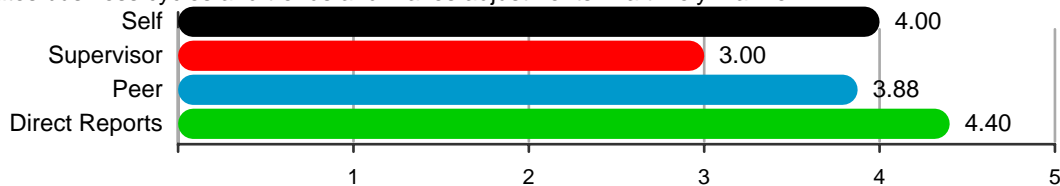
### 18. Formulates strategies and action plans to ensure successful completion of goals and objectives.



### 19. Formulates policies and strategies for addressing the Company's important challenges.



### 20. Anticipates business cycles and trends and makes adjustments in a timely manner.



## 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).

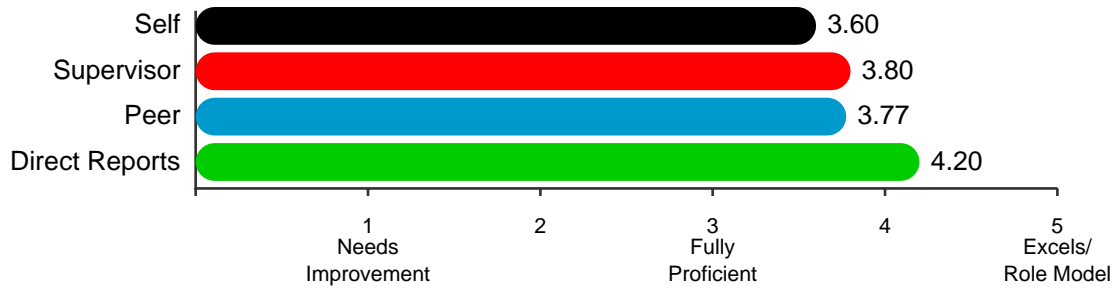
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Implements long-term solutions to problems.	15	4.33	86.7	13%		40%	47%
17. Identifies root causes of problems.	15	4.27	93.3	7%		60%	33%
18. Formulates strategies and action plans to ensure successful completion of goals and objectives.	14	4.00	92.9	7%		86%	7%
19. Formulates policies and strategies for addressing the Company's important challenges.	14	4.14	85.7	7%	7%	50%	36%
20. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- He has the ability to look at the system as a whole and make solid long range decisions.
- I have not observed \_\_\_\_\_'s interaction with the members of his team. \_\_\_\_\_ consistently communicates openly in my interactions with him.
- \_\_\_\_\_ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- He translated the creative thinking into real change and solution that advanced our department.
- He is well respected.
- \_\_\_\_\_ exemplifies all of the above.

# Entrepreneurship

## Summary Scores



### 21. Takes the initiative to complete tasks.



### 22. Maintains a high level of energy to respond to demands of the job.



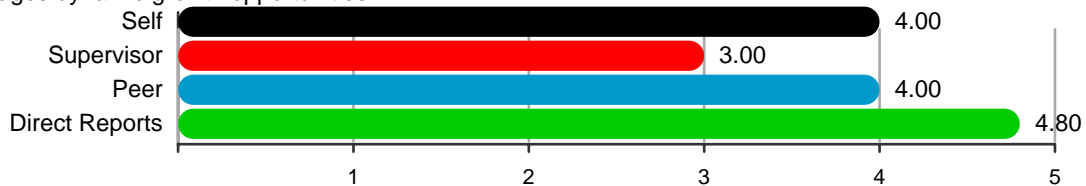
### 23. Is comfortable operating in an environment of uncertainty.



### 24. Seeks and utilizes mentors to help guide professional development.



### 25. Encourages dynamic growth opportunities.



### 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).

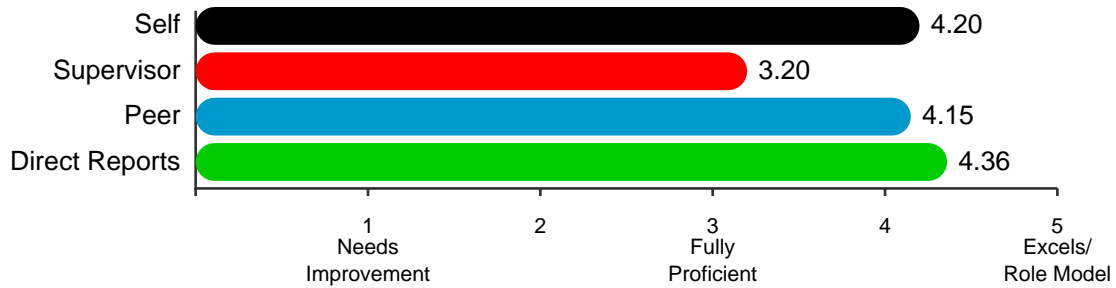
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Takes the initiative to complete tasks.	15	4.00	66.7	13%	20%	20%	47%
22. Maintains a high level of energy to respond to demands of the job.	15	3.47	53.3	13%	33%	47%	7%
23. Is comfortable operating in an environment of uncertainty.	15	3.60	66.7	13%	20%	60%	7%
24. Seeks and utilizes mentors to help guide professional development.	15	4.27	86.7	7%	7%	40%	47%
25. Encourages dynamic growth opportunities.	15	4.20	80.0	7%	13%	33%	47%

Comments:

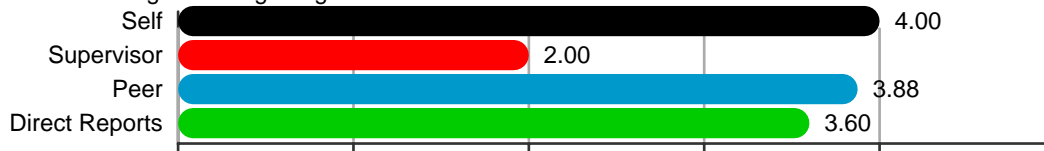
- \_\_\_\_\_ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- I feel as though I have a shared decision making relationship with \_\_\_\_\_ which makes me feel valued. He supports me and values my opinion.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- \_\_\_\_\_ is a great leader. His team has been through a lot of change. \_\_\_\_\_ is focused on building his team and helping them through the change.
- He is passionate about providing the services necessary to meet the needs of our organization.
- From my perspective, \_\_\_\_\_ is a very effective leader. I have seen \_\_\_\_\_ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_\_\_ is always open and is a great collaborator.

# Global Perspective

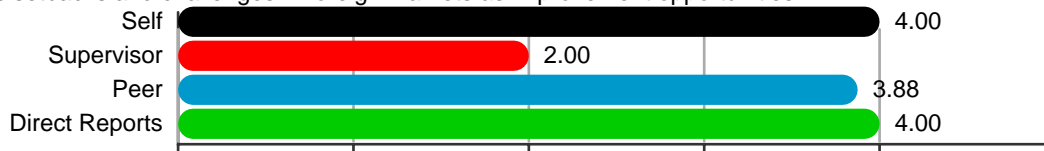
## Summary Scores



26. Demonstrates working knowledge of global transactions.



27. Accepts setbacks and challenges in foreign markets as improvement opportunities



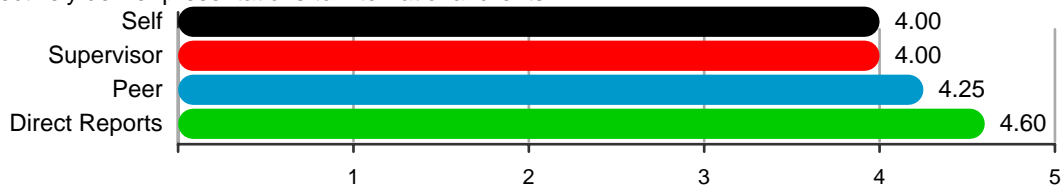
28. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.



29. Cooperates with others on a global scale.



30. Can effectively deliver presentations to international clients.



## 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. Demonstrates working knowledge of global transactions.	15	3.67	66.7	20%	13%	47%	20%
27. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	3.80	73.3	20%	7%	47%	27%
28. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.33	86.7	13%		40%	47%
29. Cooperates with others on a global scale.	15	4.67	100.0			33%	67%
30. Can effectively deliver presentations to international clients.	15	4.33	100.0			67%	33%

### Comments:

- I will always welcome \_\_\_\_\_'s direct, honest, caring feedback.
- \_\_\_\_\_ consistently asks how the day is going, if he can help us at all.
- \_\_\_\_\_ is approachable and professional in his interaction with staff and with customers.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- I have not had any issues with \_\_\_\_\_ since I have been working for him.
- \_\_\_\_\_ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.

## 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 has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- \_\_\_\_\_ does a great job in supporting and engaging all of his employees.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- I have never known \_\_\_\_\_ to not hire for talent.

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

- 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 approachable and professional in his interaction with staff and with customers.
- \_\_\_\_\_ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- \_\_\_\_\_ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- I have found \_\_\_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- I know I can always count of \_\_\_\_\_ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.

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

- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- I love how he is always open to approach with any questions I have, no matter the hour.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- Could be more self-aware of impact on other team members
- I really enjoy his mentorship.

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

- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- \_\_\_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- He is open to new ideas and ways to improve the service we provide.
- \_\_\_\_\_ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_\_\_ has confidence that the work will be done well.



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

- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- He also has always been thankful for any help that I have given his.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- \_\_\_\_\_'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- \_\_\_\_\_ did a great job with the new employee program development and he should be proud of his accomplishments.

### Any final comments?

- \_\_\_\_\_ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- It's a pleasure to work with \_\_\_\_\_ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.