



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

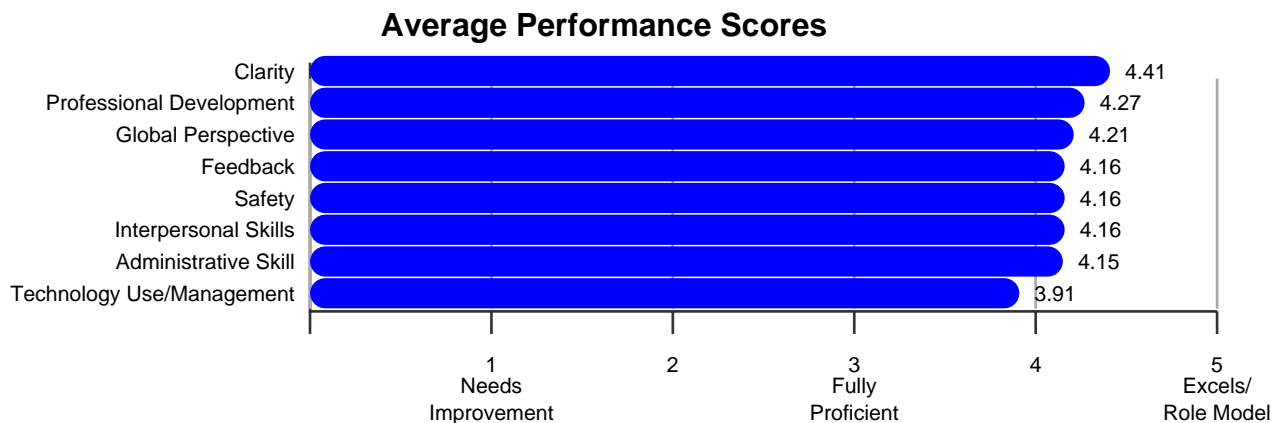
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

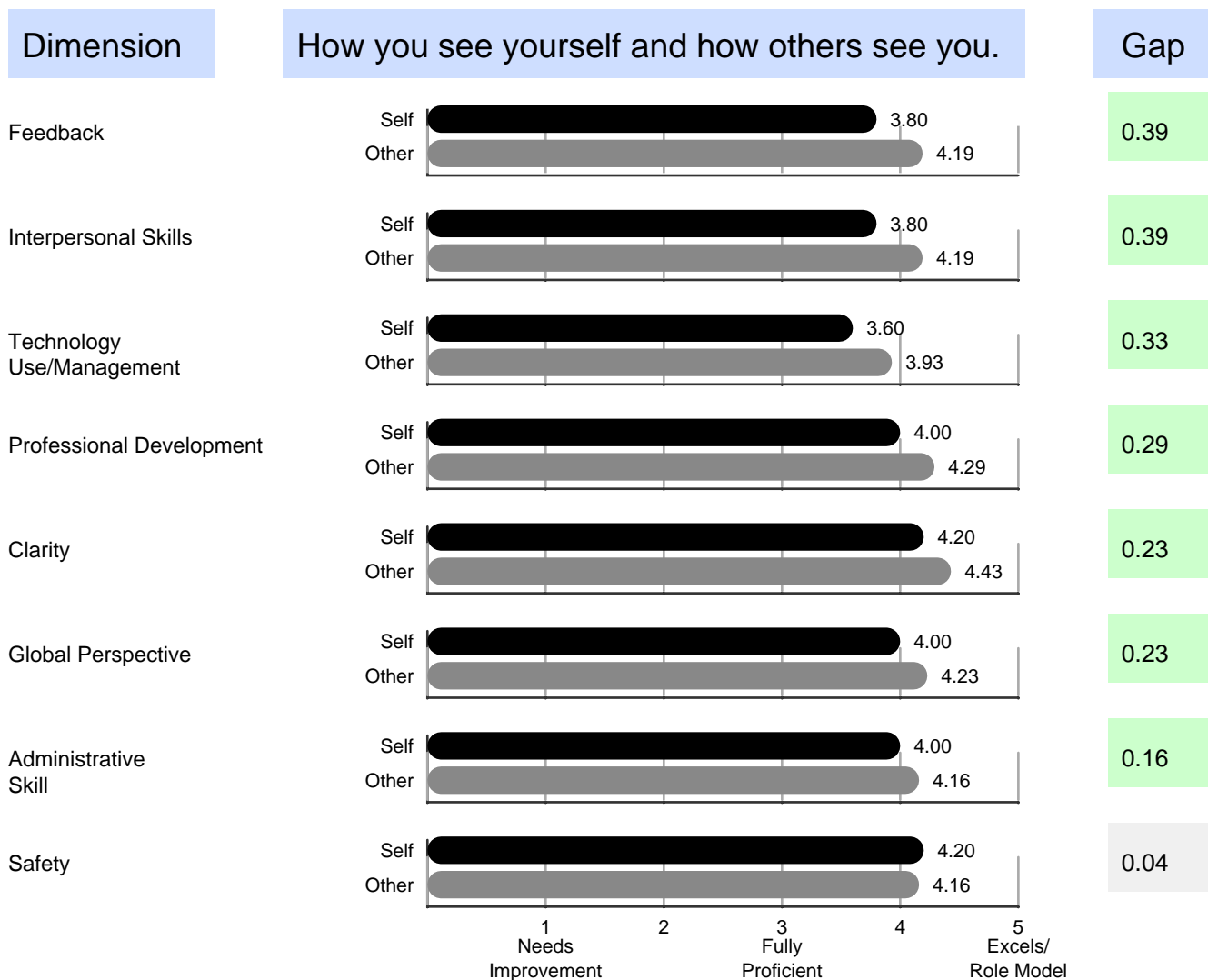
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Clarity

Summary Scores



1. Clearly explains responsibilities to individuals.



2. Is clear about goals that need to be achieved.



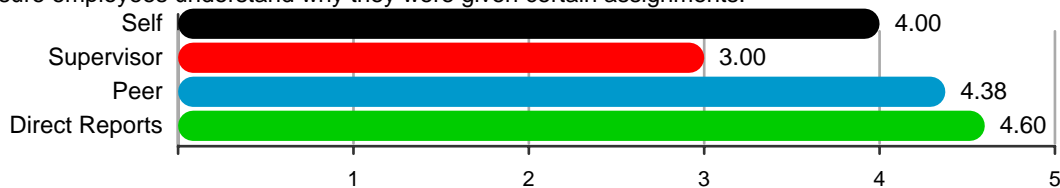
3. Avoids stating unclear or conflicting goals.



4. Uses appropriate grammar and tense in communications.



5. Makes sure employees understand why they were given certain assignments.



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. Clearly explains responsibilities to individuals.	15	4.20	93.3	7%	67%	27%
2. Is clear about goals that need to be achieved.	15	4.87	100.0	13%	87%	
3. Avoids stating unclear or conflicting goals.	15	4.27	93.3	7%	60%	33%
4. Uses appropriate grammar and tense in communications.	15	4.40	86.7	13%	33%	53%
5. Makes sure employees understand why they were given certain assignments.	15	4.33	93.3	7%	53%	40%

Comments:

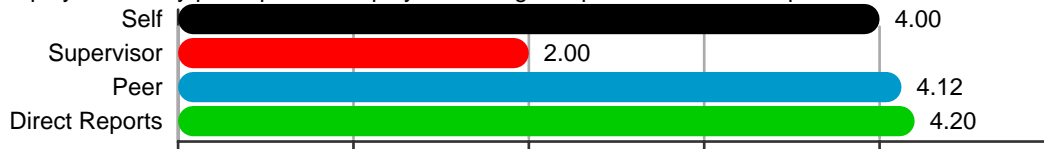
- She challenges me every day to be my best and I appreciate that.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- She presents a clear picture of where the department is now and where we need to be headed.
- Has one of the strongest work ethics I've ever encountered in a team member.
- I would encourage her to empathize with her team and show more of a calm, caring side.

Professional Development

Summary Scores



6. Allows employees to fully participate in employee training and professional development.



7. Quickly acquire and apply new knowledge and skills when needed



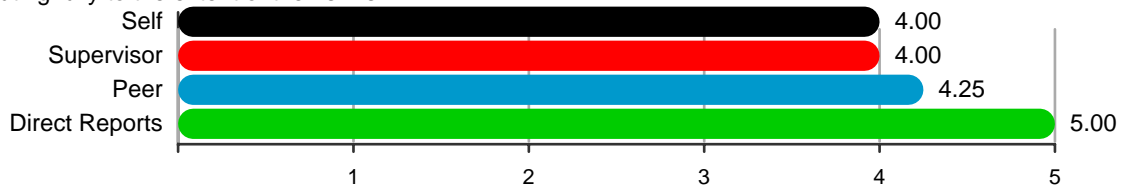
8. Encourages employees to take courses relevant to their job.



9. Keep themselves up-to-date of technical/professional issues



10. Contributing fully to the extent of their skills



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. Allows employees to fully participate in employee training and professional development.	15	4.00	80.0	7%	13%	53%	27%
7. Quickly acquire and apply new knowledge and skills when needed	15	4.07	80.0		20%	53%	27%
8. Encourages employees to take courses relevant to their job.	15	4.33	93.3	7%		47%	47%
9. Keep themselves up-to-date of technical/professional issues	15	4.47	93.3	7%		40%	53%
10. Contributing fully to the extent of their skills	15	4.47	93.3	7%		40%	53%

Comments:

- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- I find her to be a stellar asset to our team at [CompanyName].
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.

Feedback

Summary Scores



11. Actively seeks feedback from others.



12. Considers other's opinion and suggestions.



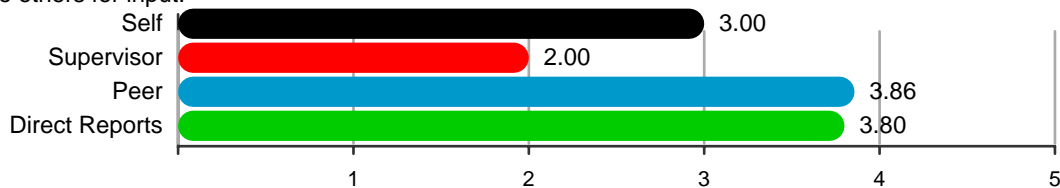
13. Open to the suggestions of others.



14. Shares past experiences with others as learning opportunities.



15. Looks to others for input.



Level of Skill

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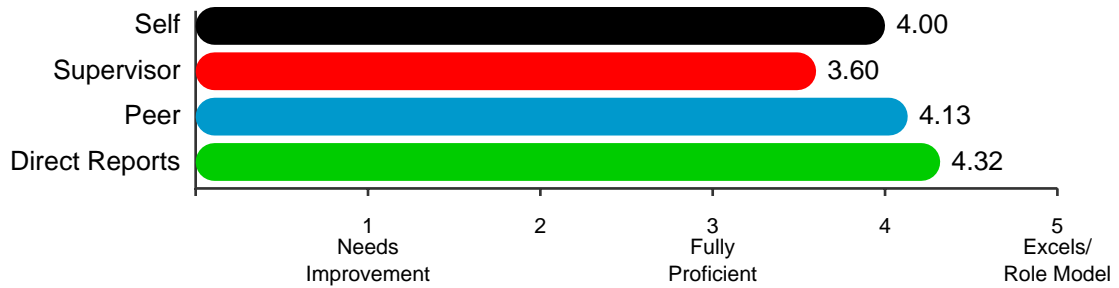
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Actively seeks feedback from others.	15	4.60	100.0	40%	60%	
12. Considers other's opinion and suggestions.	15	4.27	100.0	73%	27%	
13. Open to the suggestions of others.	15	4.33	100.0	67%	33%	
14. Shares past experiences with others as learning opportunities.	15	3.93	73.3	27%	53%	20%
15. Looks to others for input.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ is a great listener and leader for the department.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- ___ needs no improvement
- She is open to new ideas and ways to improve the service we provide.
- ___ is very visible on the unit. Spending many hours with staff.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.

Administrative Skill

Summary Scores



16. Able to develop, justify and present a budget.



17. Completes reports on-time.



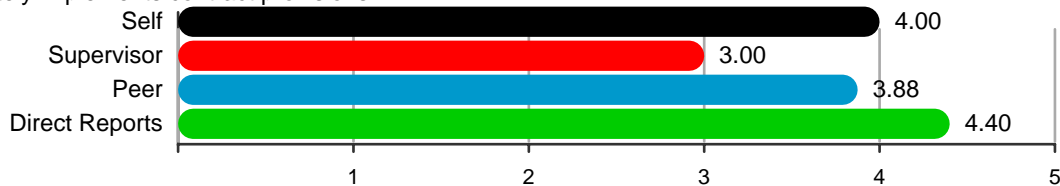
18. Strong organizational skills to keep the workspace and department in order



19. Has strong technical/computer skills.



20. Accurately implements contract provisions.



Level of Skill

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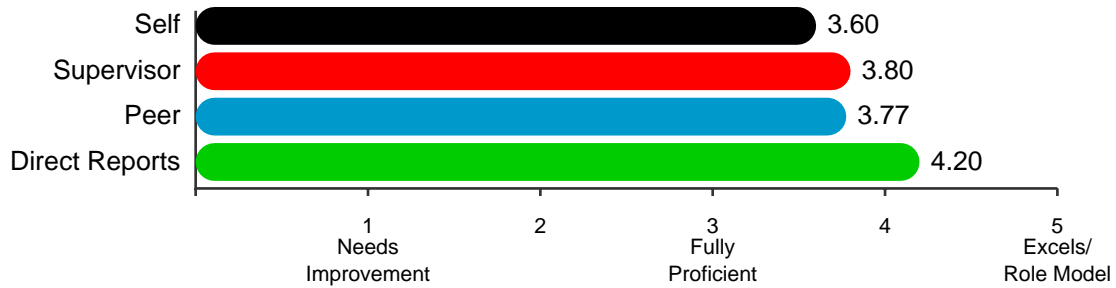
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Able to develop, justify and present a budget.	15	4.33	86.7	13%		40%		47%
17. Completes reports on-time.	15	4.27	93.3	7%		60%		33%
18. Strong organizational skills to keep the workspace and department in order	14	4.00	92.9	7%		86%		7%
19. Has strong technical/computer skills.	14	4.14	85.7	7%	7%	50%		36%
20. Accurately implements contract provisions.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- I know I can always count on ___ to be reliable and respond in a timely manner to my request.
- Good Team Player! Good decision making skills. A hard worker.

Technology Use/Management

Summary Scores



21. Supports technical training and development of employees.



22. Understands and is committed to implementing new technologies.



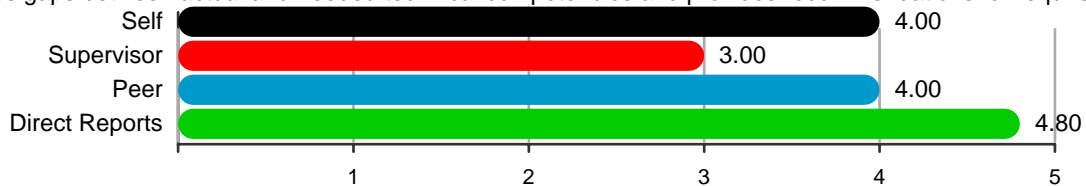
23. Adopts the implementation of new technology into the workplace.



24. Uses technology in decision making and problem solving.



25. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



Level of Skill

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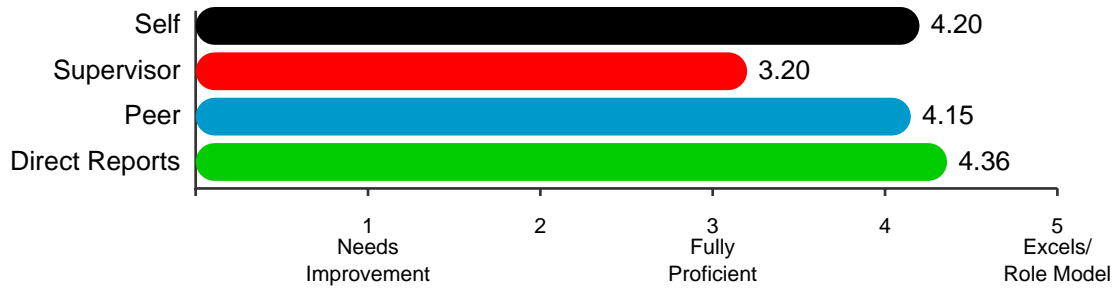
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Supports technical training and development of employees.	15	4.00	66.7	13%	20%	20%	47%	
22. Understands and is committed to implementing new technologies.	15	3.47	53.3	13%	33%	47%	7%	
23. Adopts the implementation of new technology into the workplace.	15	3.60	66.7	13%	20%	60%	7%	
24. Uses technology in decision making and problem solving.	15	4.27	86.7	7%	7%	40%	47%	
25. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

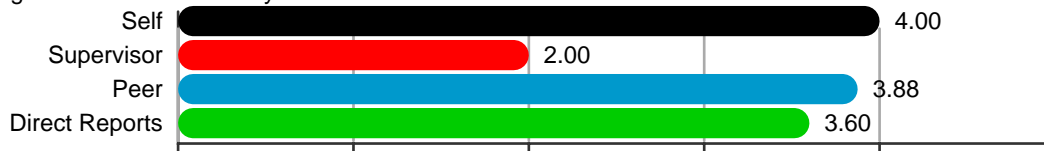
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Need to continue to take action when needed, although have improved. . .
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- ___ applied her strong analytical skills to problem solving.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.

Safety

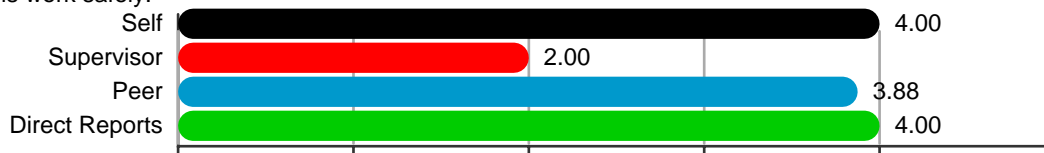
Summary Scores



26. Encourages others to work safely.



27. Performs work safely.



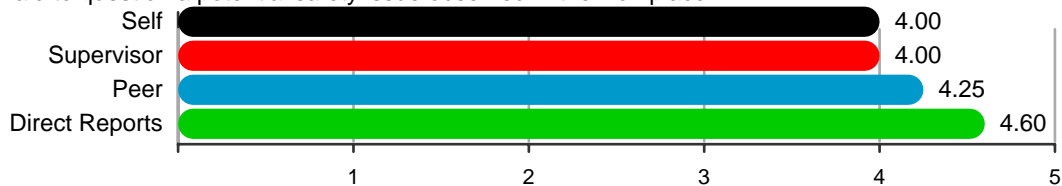
28. Creates accurate and effective measures of safety.



29. Identifies and addresses safety needs.



30. Is not afraid to question a potential safety issue observed in the workplace.



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).

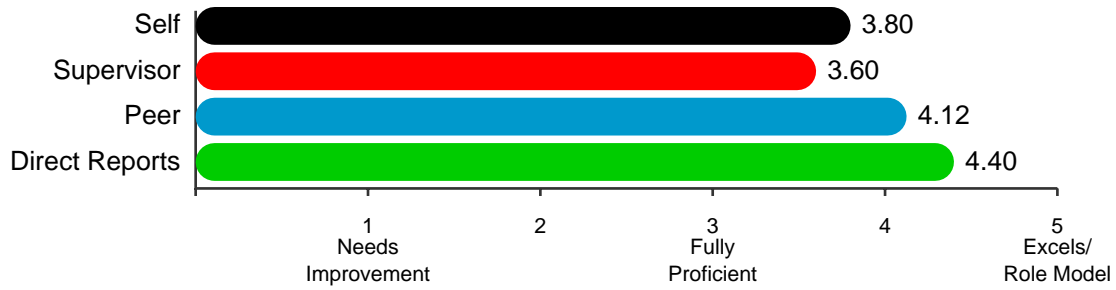
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Encourages others to work safely.	15	3.67	66.7	20%	13%	47%		20%
27. Performs work safely.	15	3.80	73.3	20%	7%	47%		27%
28. Creates accurate and effective measures of safety.	15	4.33	86.7		13%	40%		47%
29. Identifies and addresses safety needs.	15	4.67	100.0			33%		67%
30. Is not afraid to question a potential safety issue observed in the workplace.	15	4.33	100.0			67%		33%

Comments:

- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- ___ always goes above and beyond in her daily work.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.

Interpersonal Skills

Summary Scores



31. Successfully resolves conflicts and grievances to a win-win solution.



32. Adapts management style to meet the needs of the individual or situation.



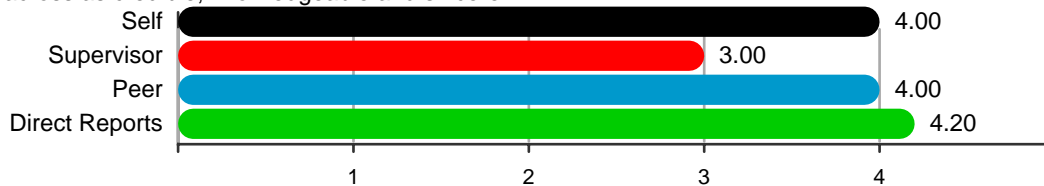
33. Able to work with individuals at all levels of the Company.



34. Values the opinions of others.



35. Comes across as credible, knowledgeable and sincere



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).

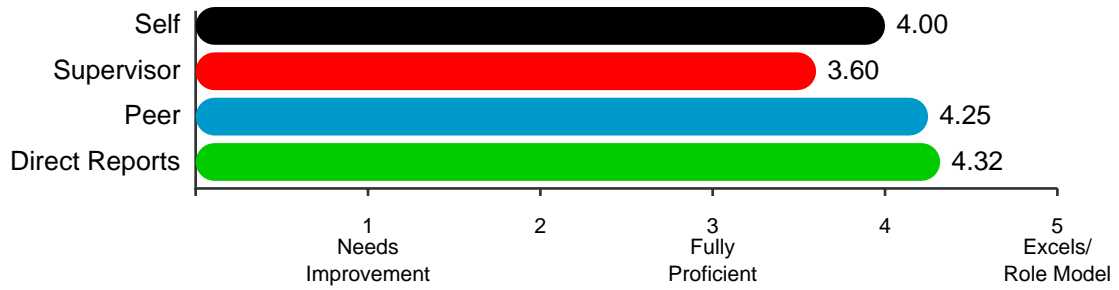
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Successfully resolves conflicts and grievances to a win-win solution.	15	4.07	80.0	20%	53%	27%
32. Adapts management style to meet the needs of the individual or situation.	15	4.47	100.0		53%	47%
33. Able to work with individuals at all levels of the Company.	15	4.13	80.0	20%	47%	33%
34. Values the opinions of others.	15	4.13	86.7	13%	60%	27%
35. Comes across as credible, knowledgeable and sincere	15	4.00	80.0	20%	60%	20%

Comments:

- Unfortunately there has been inconsistency in actions and results.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- I am VERY fortunate to be on her team and part of this division.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.

Global Perspective

Summary Scores



36. Builds working relationships with others across cultures.



37. Sets the example for team on importance of cultural awareness.



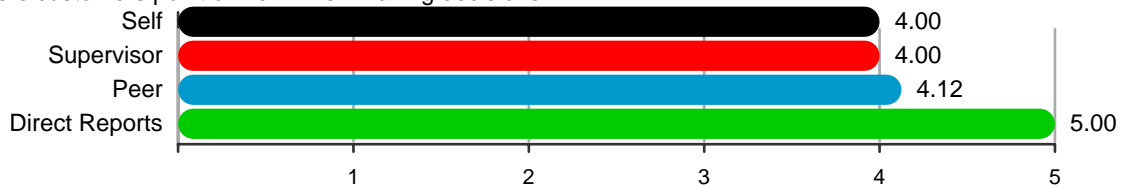
38. Forms strong client relationships with international partners.



39. Volunteers for experiences and assignments abroad.



40. Considers customers point of view when making decisions.



Level of Skill

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Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Builds working relationships with others across cultures.	15	4.33	100.0			67%		33%
37. Sets the example for team on importance of cultural awareness.	15	3.93	80.0	13%	7%	53%		27%
38. Forms strong client relationships with international partners.	15	4.27	86.7	13%		47%		40%
39. Volunteers for experiences and assignments abroad.	15	4.13	86.7	13%		60%		27%
40. Considers customers point of view when making decisions.	15	4.40	93.3	7%		47%		47%

Comments:

- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- She's a very hard worker and always helping out when needed.
- Has good intentions, but follow through needs more work.
- We are lucky to have her here at [CompanyName].
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.

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 a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- She is a team player and willing to help other departments and staff when needed.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- The department is lucky to have her.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.

What do you like best about working with this individual?

- ___ is able to problem solve very well.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ has a calm and professional style.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.

What do you like least about working with this individual?

- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- I garner ideas from her regularly and look to her as a mentor.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.

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

- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- ___ is a strong leader and passionate about her customers, staff and safety.
- Increase in confidence. Being willing to lean into the uncomfortable.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- I am VERY fortunate to be on her team and part of this division.

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

- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- ___ always goes above and beyond in her daily work.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Always has the company's best interest at heart.
- ___ 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. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.

Any final comments?

- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- I have not had any issues with ___ since I have been working for her.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- She has been a great addition to the department in this area.