



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.

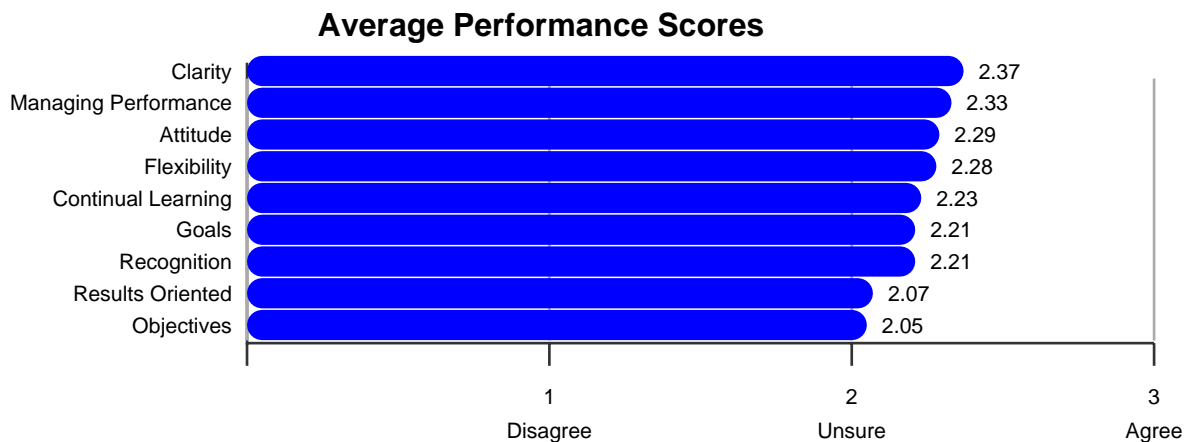
What to Do with Your Feedback

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

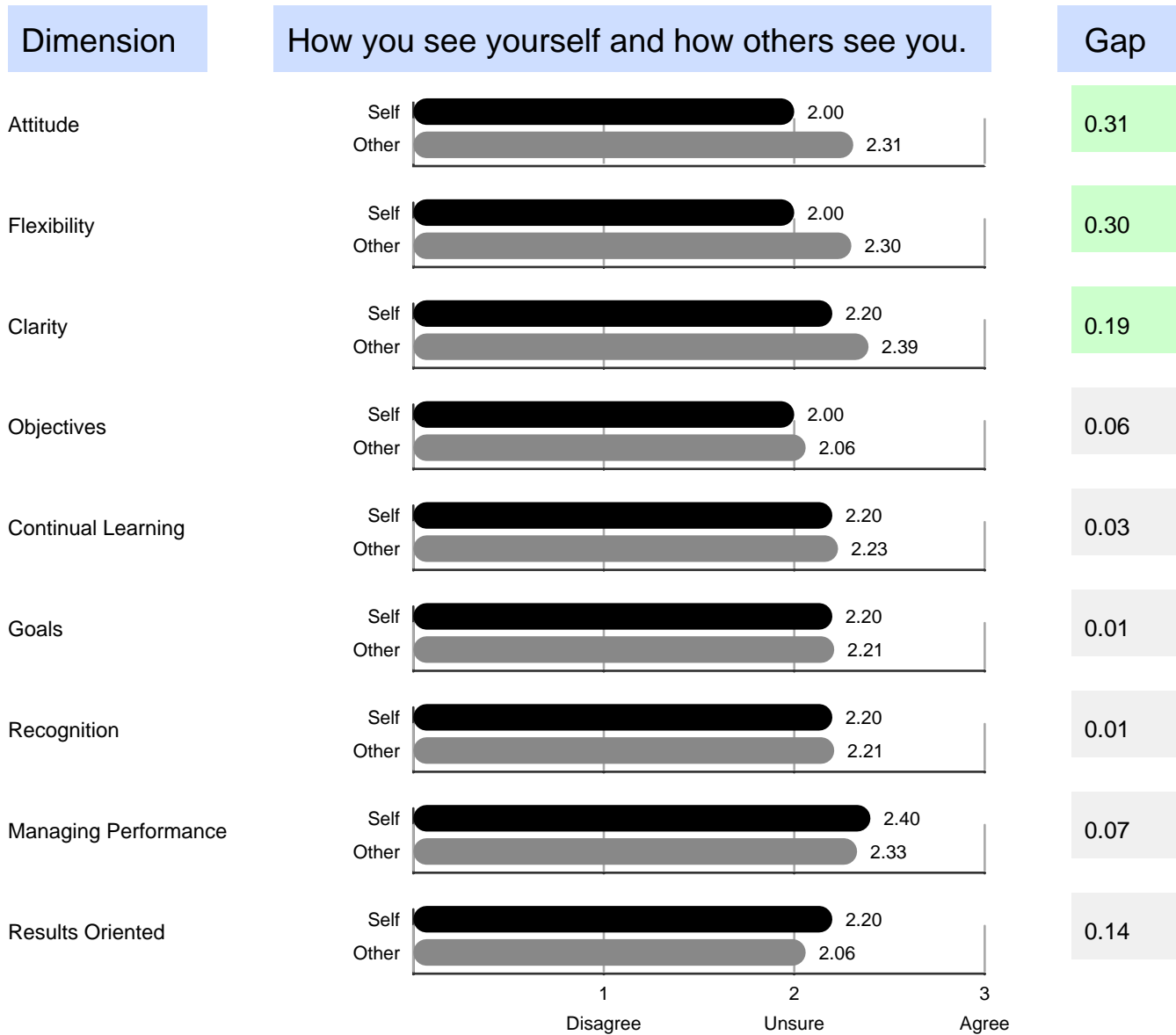
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



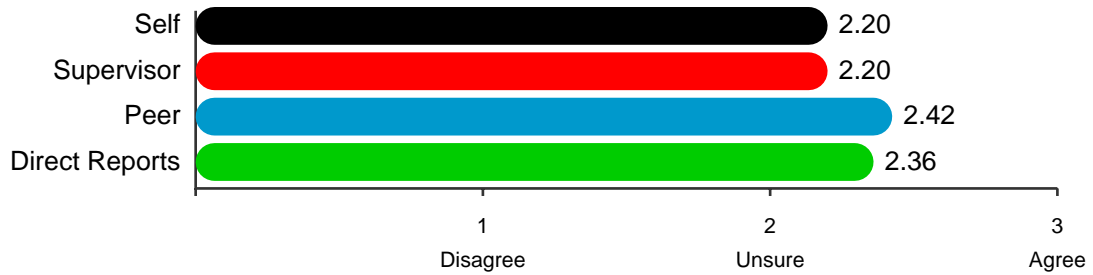
Gap Analysis

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.



Clarity

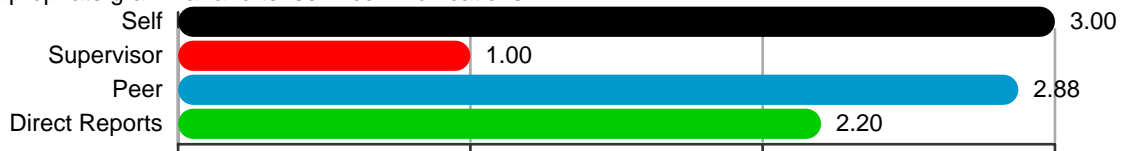
Summary Scores



1. Checks details thoroughly.



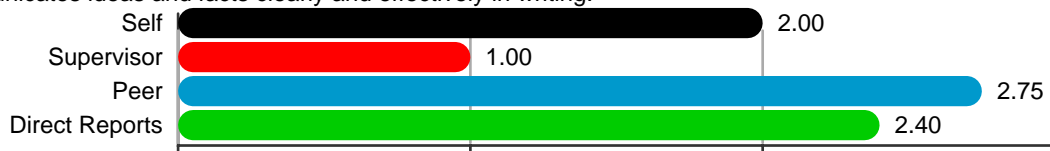
2. Uses appropriate grammar and tense in communications.



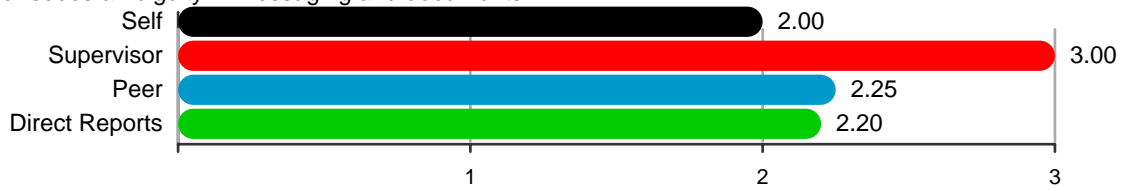
3. Avoids stating unclear or conflicting goals.



4. Communicates ideas and facts clearly and effectively in writing.



5. Seeks to reduce ambiguity in messaging and documents.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

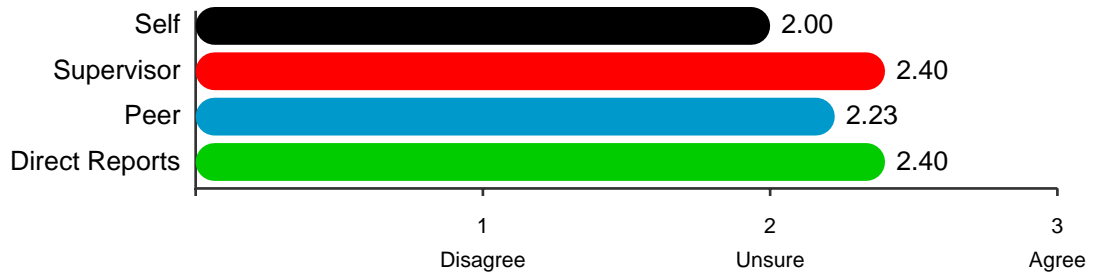
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Checks details thoroughly.	15	2.27	33.3	7%	60%	33%
2. Uses appropriate grammar and tense in communications.	15	2.53	73.3	20%	7%	73%
3. Avoids stating unclear or conflicting goals.	15	2.33	40.0	7%	53%	40%
4. Communicates ideas and facts clearly and effectively in writing.	15	2.47	53.3	7%	40%	53%
5. Seeks to reduce ambiguity in messaging and documents.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is able to multitask in a variety of ways.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- He will always be able to state that he did everything he could, he gives this job his all!
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- Our desire to improve loss rates has been encouraged and supported by _____.

Flexibility

Summary Scores



6. Acts decisively in frequently changing and uncertain environment.



7. Identifies new opportunities to achieve goals



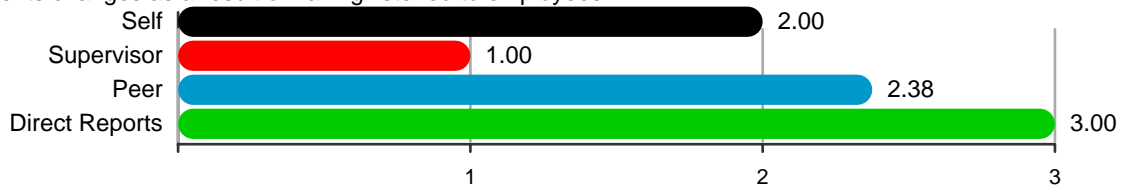
8. Can handle changes without complaining.



9. Is open to alternative ways to accomplish goals



10. Implements changes as a result of having listened to employees



Level of Skill

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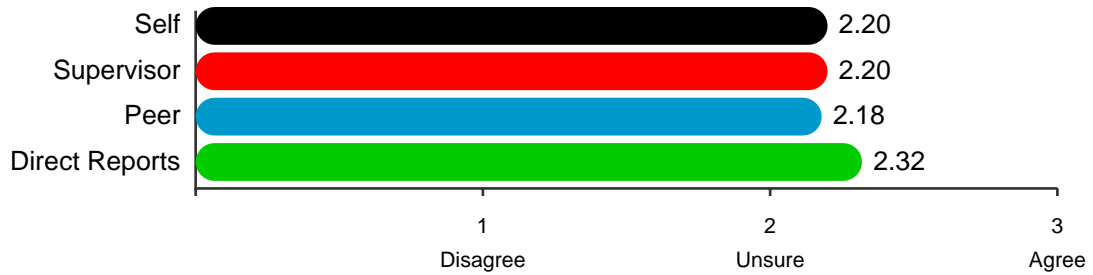
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Acts decisively in frequently changing and uncertain environment.	15	2.13	33.3	20%	47%	33%
7. Identifies new opportunities to achieve goals	15	2.07	26.7	20%	53%	27%
8. Can handle changes without complaining.	15	2.33	40.0	7%	53%	40%
9. Is open to alternative ways to accomplish goals	15	2.40	53.3	13%	33%	53%
10. Implements changes as a result of having listened to employees	15	2.47	60.0	13%	27%	60%

Comments:

- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- There are two items above that will be part of my goals for the coming year.
- Ready to tackle any given problem and help others finish 1st
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.

Continual Learning

Summary Scores



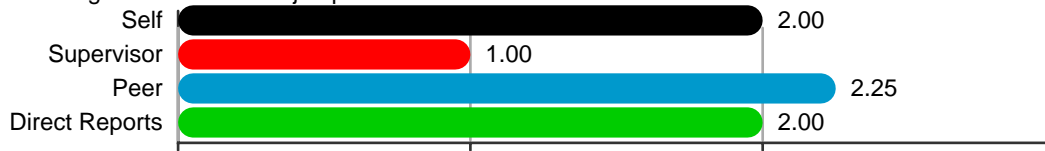
11. Participates in regular training offered.



12. Pursues professional development opportunities when they arise.



13. Pursues learning that will enhance job performance.



14. Builds on their strengths while addressing their weaknesses.



15. Seeks opportunities to grow in skills and knowledge.



Level of Skill

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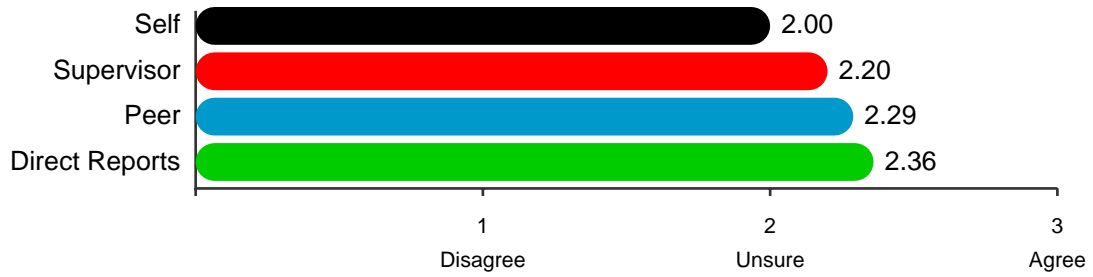
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Participates in regular training offered.	15	2.33	40.0	7%	53%	40%
12. Pursues professional development opportunities when they arise.	15	2.07	20.0	13%	67%	20%
13. Pursues learning that will enhance job performance.	15	2.07	26.7	20%	53%	27%
14. Builds on their strengths while addressing their weaknesses.	15	2.27	40.0	13%	47%	40%
15. Seeks opportunities to grow in skills and knowledge.	14	2.43	50.0	7%	43%	50%

Comments:

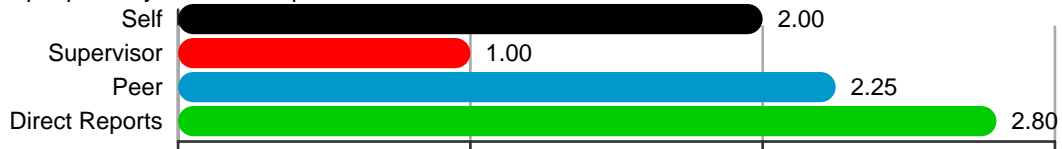
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.
- He also sees himself as a problem solver. The staff, however, experience being 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.
- _____ applied his strong analytical skills to problem solving.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.

Attitude

Summary Scores



16. Treats all people fairly and with respect.



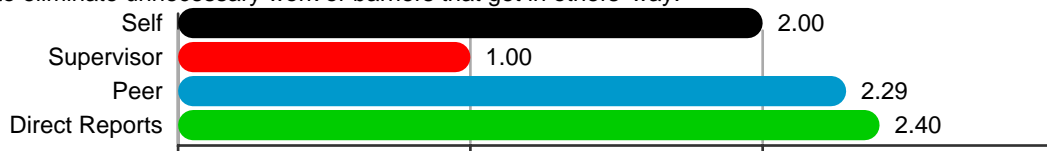
17. Contributes to a positive work environment.



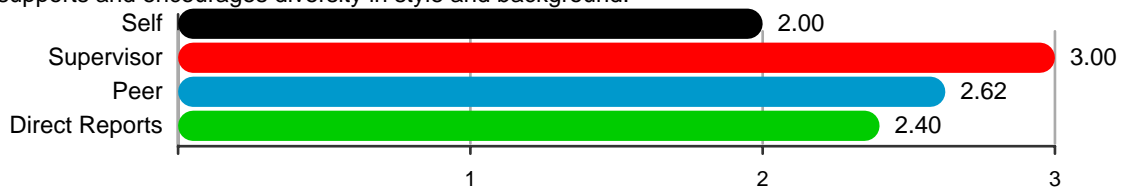
18. Builds open and trusting relationships.



19. Works to eliminate unnecessary work or barriers that get in others' way.



20. Visibly supports and encourages diversity in style and background.



Level of Skill

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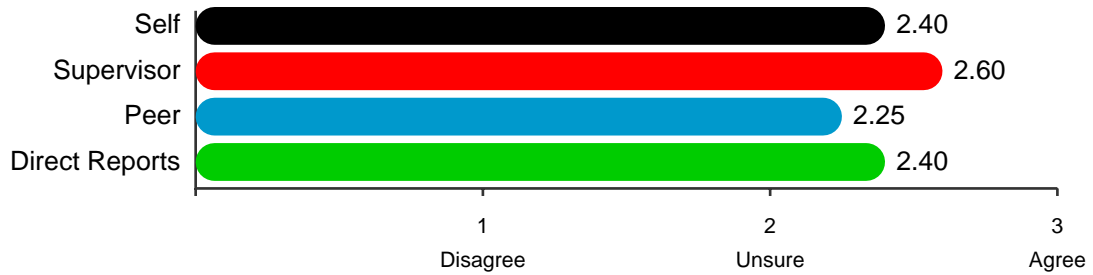
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Treats all people fairly and with respect.	15	2.33	46.7	13%	40%	47%
17. Contributes to a positive work environment.	15	2.33	40.0	7%	53%	40%
18. Builds open and trusting relationships.	14	2.00	14.3	14%	71%	14%
19. Works to eliminate unnecessary work or barriers that get in others' way.	14	2.21	42.9	21%	36%	43%
20. Visibly supports and encourages diversity in style and background.	15	2.53	60.0	7%	33%	60%

Comments:

- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- He often involves his team in decision making and to determine how to achieve outcomes.
- I have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- _____'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.
- 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.

Managing Performance

Summary Scores



21. Addresses poor performance sooner rather than later.



22. Establishes indicators to measure levels of performance.



23. Reviews job performance shortly after completion of tasks.



24. Ensures employees understand the goals of the organization/department.



25. Ensures team members understand the department goals.



Level of Skill

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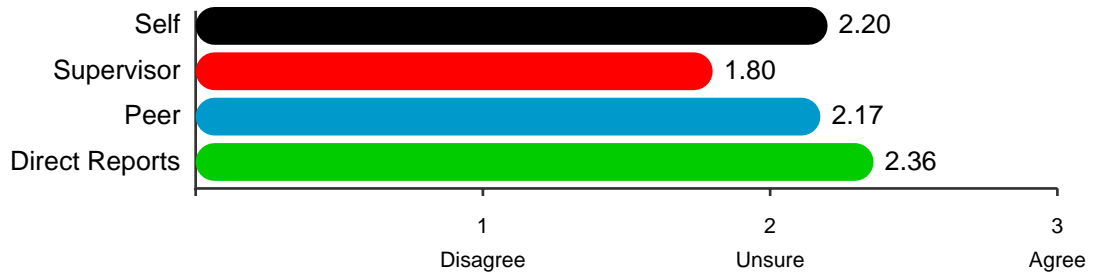
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Addresses poor performance sooner rather than later.	15	2.60	66.7	7%	27%	67%
22. Establishes indicators to measure levels of performance.	15	2.33	40.0	7%	53%	40%
23. Reviews job performance shortly after completion of tasks.	15	2.07	20.0	13%	67%	20%
24. Ensures employees understand the goals of the organization/department.	15	2.40	53.3	13%	33%	53%
25. Ensures team members understand the department goals.	15	2.27	53.3	27%	20%	53%

Comments:

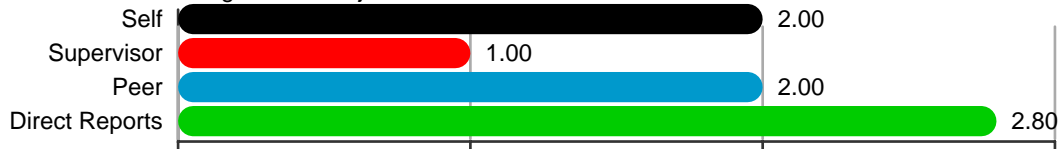
- _____ is a rock amongst the management at [CompanyName].
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- _____'s job performance exceeds all the elements.
- He will sit down with all parties involved before he makes a decision.
- He is very astute, proactive in problem solving, and a great team member.

Goals

Summary Scores



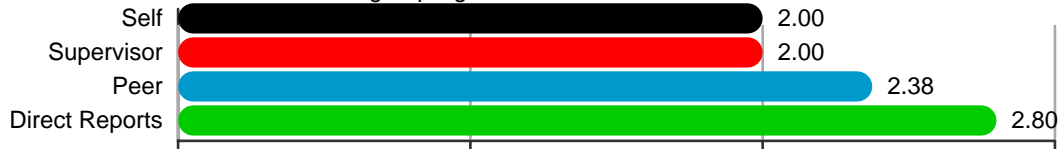
26. Establishes and documents goals and objectives.



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



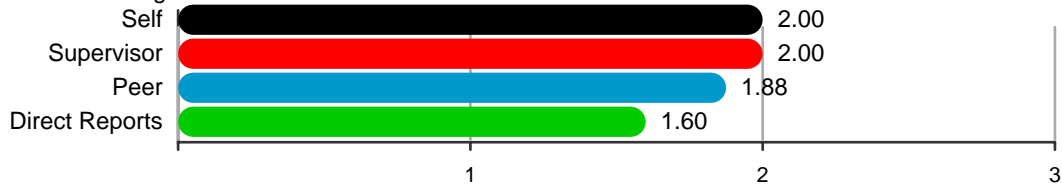
28. Makes sure that I have a clear idea of our group's goals.



29. Goal Setting



30. Achieves established goals.



Level of Skill

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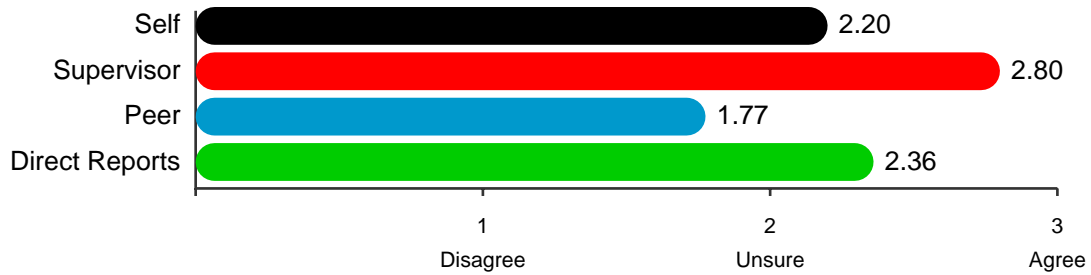
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Establishes and documents goals and objectives.	15	2.20	33.3	13%	53%	33%
27. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.00	26.7	27%	47%	27%
28. Makes sure that I have a clear idea of our group's goals.	15	2.47	53.3	7%	40%	53%
29. Goal Setting	15	2.60	60.0		40%	60%
30. Achieves established goals.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- A willingness and flexibility to pitch in help where needed is important.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.

Results Oriented

Summary Scores



31. Provides clear expectations for employees.



32. Explains the "whys" behind organizational objectives



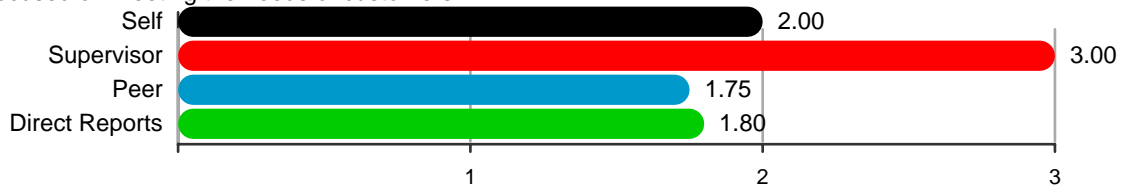
33. Directs team in prioritizing daily work activities



34. Helps others when free-time is available.



35. Stays focused on meeting the needs of customers.



Level of Skill

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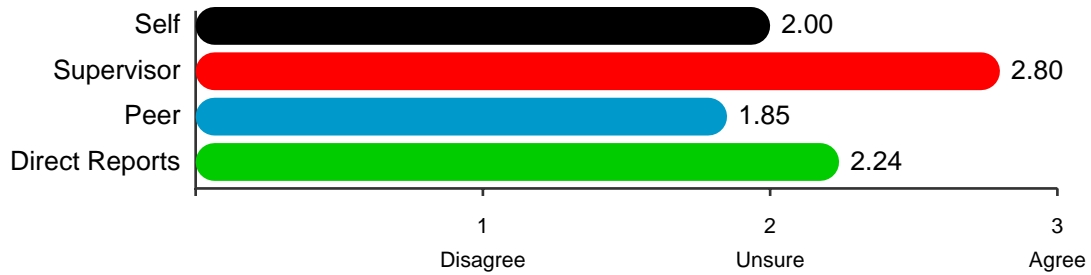
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Provides clear expectations for employees.	15	2.13	33.3	20%	47%	33%
32. Explains the "whys" behind organizational objectives	15	2.13	33.3	20%	47%	33%
33. Directs team in prioritizing daily work activities	15	2.07	33.3	27%	40%	33%
34. Helps others when free-time is available.	15	2.13	26.7	13%	60%	27%
35. Stays focused on meeting the needs of customers.	15	1.87	20.0	33%	47%	20%

Comments:

- I have seen improvement and will try to encourage even more growth.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- He challenges me every day to be my best and I appreciate that.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- He is very astute, proactive in problem solving, and a great team member.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.

Objectives

Summary Scores



36. Organizes and schedules events, activities, and resources.



37. Ability to establish realistic goals.



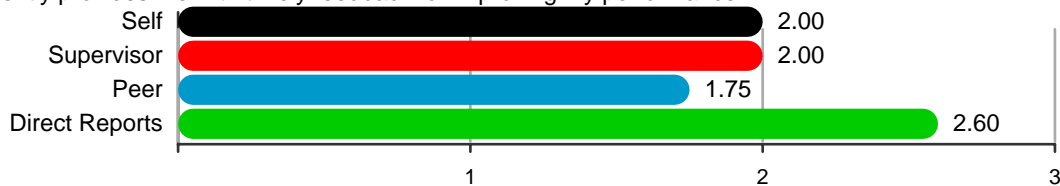
38. Assures [Company] principles are understood, employed & pursued.



39. Encourages me to take on greater responsibility.



40. Consistently provides me with timely feedback for improving my performance.



Level of Skill

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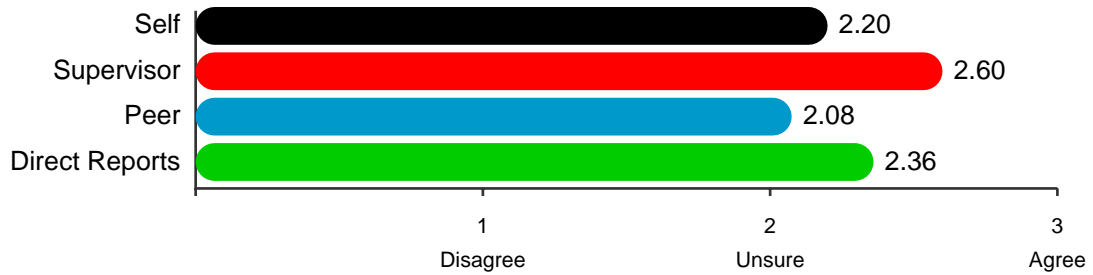
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Organizes and schedules events, activities, and resources.	15	1.87	20.0	33%	47%	20%
37. Ability to establish realistic goals.	15	1.93	13.3	20%	67%	13%
38. Assures [Company] principles are understood, employed & pursued.	15	2.07	33.3	27%	40%	33%
39. Encourages me to take on greater responsibility.	15	2.33	33.3		67%	33%
40. Consistently provides me with timely feedback for improving my performance.	15	2.07	33.3	27%	40%	33%

Comments:

- I think that _____ is making good strides in setting expectations through clear communication.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- He is well respected by his peers and it is clear to see why.

Recognition

Summary Scores



41. Recognizes team members who offer a significant contribution to a project.



42. Finds opportunities to recognize others.



43. Is sincerely interested in the suggestions of co-workers



44. Recognizes the abilities and skills of self and others



45. Readily shares credit and gives others opportunity for visibility.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Recognizes team members who offer a significant contribution to a project.	15	2.00	26.7	27%	47%	27%
42. Finds opportunities to recognize others.	15	2.13	33.3	20%	47%	33%
43. Is sincerely interested in the suggestions of co-workers	15	2.20	40.0	20%	40%	40%
44. Recognizes the abilities and skills of self and others	15	2.20	26.7	7%	67%	27%
45. Readily shares credit and gives others opportunity for visibility.	15	2.53	60.0	7%	33%	60%

Comments:

- He is a high energy individual, with a level of integrity that goes above and beyond.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- He is respectful of the people he works with regardless of the level in the organization.

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?

- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- _____ is a very solid manager who meets or exceeds expectations of his role.

What do you like best about working with this individual?

- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- He is very responsive when asked for input or his assistance is requested.
- I really enjoy working with _____ and I respect his as a leader and role model.
- Cannot think of anything
- 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.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.

What do you like least about working with this individual?

- _____ is a team player and effective in his role.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- _____ 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.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.

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

- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- I look forward to learning and improving with his and the other members in the division.
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- It has been a wonderful having _____ as our manager so far, the future looks brighter!
- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.

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

- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- He interacts effectively with our most difficult customers.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.

Any final comments?

- Manager routinely demonstrates all of the above characteristics, as marked
- _____ does an exceptional job at running the department.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.