



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.

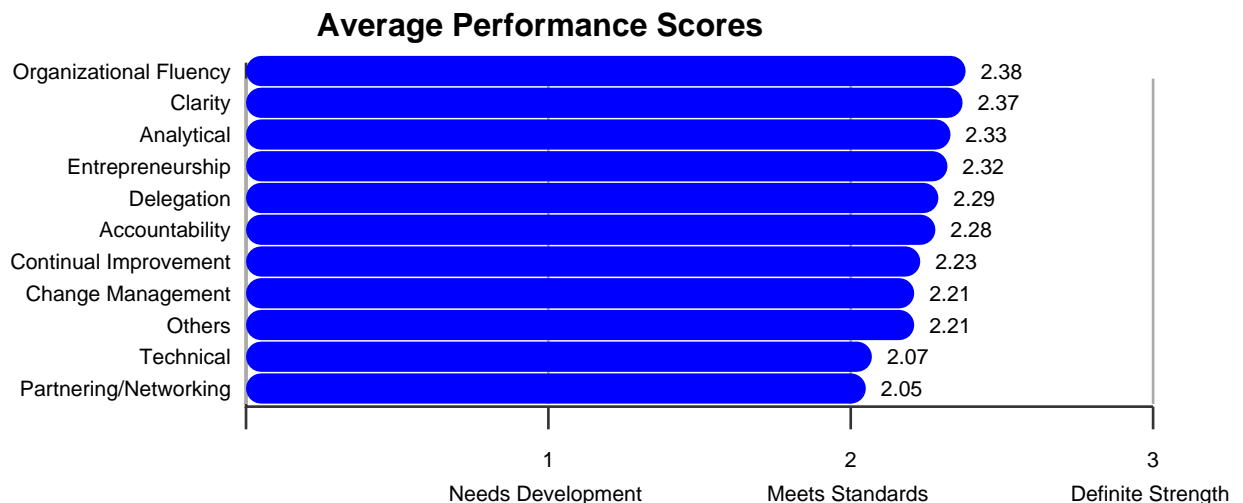
What to Do with Your Feedback

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

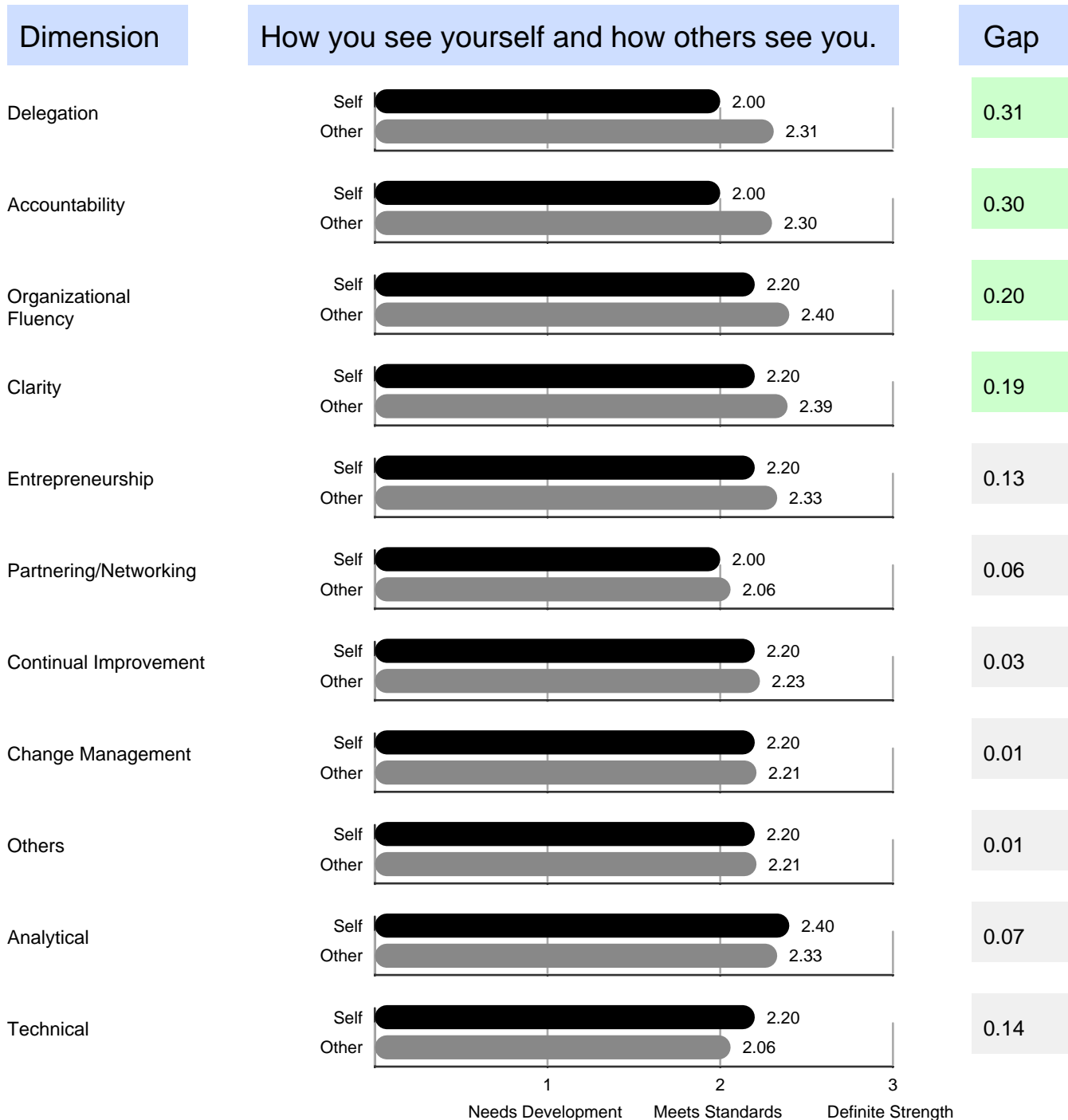
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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

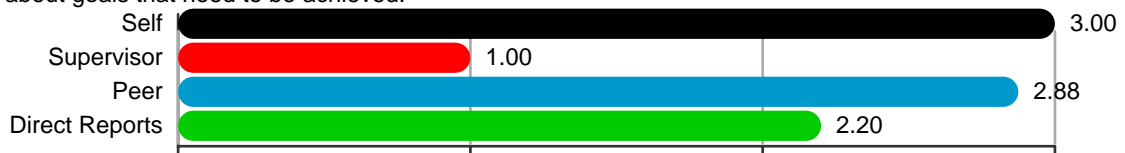
Summary Scores



1. Adjusts communication methods to the needs of the audience.



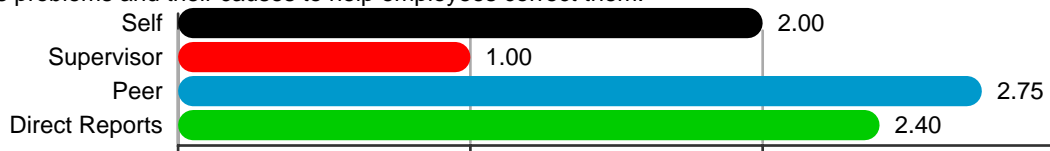
2. Is clear about goals that need to be achieved.



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



4. Clarifies problems and their causes to help employees correct them.



5. Communicates with clarity and efficiency.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Adjusts communication methods to the needs of the audience.	15	2.27	33.3	7%	60%	33%
2. Is clear about goals that need to be achieved.	15	2.53	73.3	20%	7%	73%
3. Makes sure employees understand why they were given certain assignments.	15	2.33	40.0	7%	53%	40%
4. Clarifies problems and their causes to help employees correct them.	15	2.47	53.3	7%	40%	53%
5. Communicates with clarity and efficiency.	15	2.27	40.0	13%	47%	40%

Comments:

- Always available to give us what we need to succeed.
- He leads by example.
- Your initiative influences others in a positive way.
- 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 appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.

Accountability

Summary Scores



6. Takes ownership of mistakes and learns from them.



7. Tackles issues head on and finds solutions.



8. Implements and facilitates controls and processes that maintain the integrity of the organization.



9. Accepts accountability for their actions and results.



10. Creates a consistent process for prioritizing work.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Takes ownership of mistakes and learns from them.	15	2.13	33.3	20%	47%	33%
7. Tackles issues head on and finds solutions.	15	2.07	26.7	20%	53%	27%
8. Implements and facilitates controls and processes that maintain the integrity of the organization.	15	2.33	40.0	7%	53%	40%
9. Accepts accountability for their actions and results.	15	2.40	53.3	13%	33%	53%
10. Creates a consistent process for prioritizing work.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ 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.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- _____ is a great team player with an employee safety and satisfaction focus.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- _____ has great communication skills and is a dependable member of the team.

Continual Improvement

Summary Scores



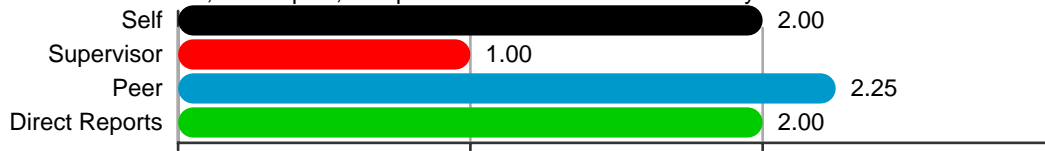
11. Open to the suggestions from others.



12. Looks for ways to improve work processes and procedures.



13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



14. Analyzes processes to determine areas for improvement.



15. Promotes training and development opportunities to enhance 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Open to the suggestions from others.	15	2.33	40.0	7%	53%	40%
12. Looks for ways to improve work processes and procedures.	15	2.07	20.0	13%	67%	20%
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.07	26.7	20%	53%	27%
14. Analyzes processes to determine areas for improvement.	15	2.27	40.0	13%	47%	40%
15. Promotes training and development opportunities to enhance job performance.	14	2.43	50.0	7%	43%	50%

Comments:

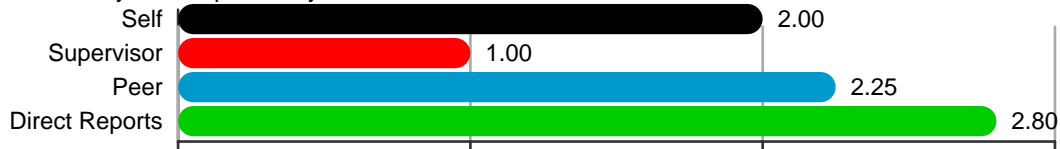
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- He exhibits vision, compassion and high integrity in all of his work.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- Under his leadership, the department teams have become very cohesive.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.

Delegation

Summary Scores



16. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



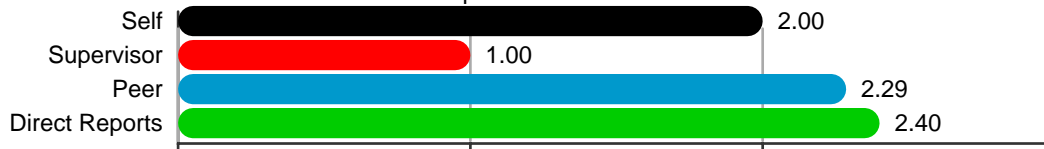
17. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



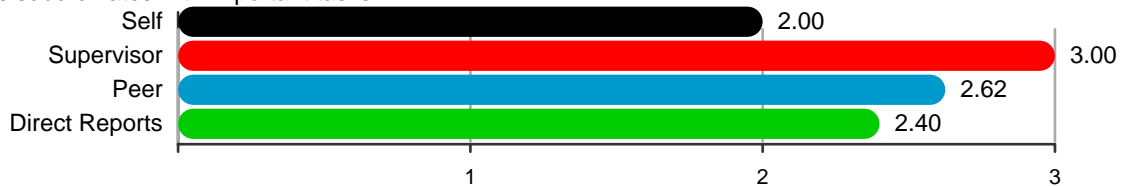
18. Sets clear and reasonable expectations for others and follows through on their progress.



19. Allows subordinates to use their own methods and procedures.



20. Entrusts subordinates with important tasks.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.33	46.7	13%	40%	47%
17. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	2.33	40.0	7%	53%	40%
18. Sets clear and reasonable expectations for others and follows through on their progress.	14	2.00	14.3	14%	71%	14%
19. Allows subordinates to use their own methods and procedures.	14	2.21	42.9	21%	36%	43%
20. Entrusts subordinates with important tasks.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is a very effective communicator and I always felt very well informed as his direct report.
- Appreciate _____'s calm approach
- He has the desire and effort to get it right and continuously improve self and culture.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.

Analytical

Summary Scores



21. Identifies problems and issues needing resolution.



22. Analyzes data and information from several sources and arrives at logical conclusions.



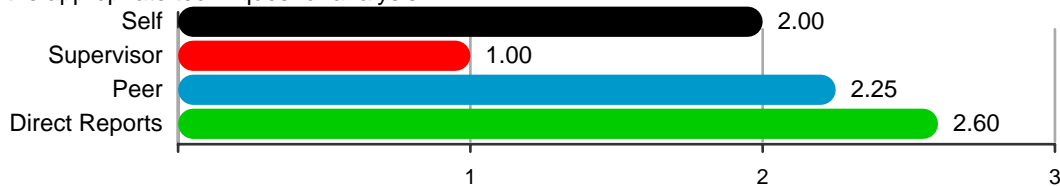
23. Prioritizes various actions to be taken when solving a problem.



24. Identifies the root cause of a problem.



25. Selects the appropriate techniques for analysis.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Identifies problems and issues needing resolution.	15	2.60	66.7	7%	27%	67%
22. Analyzes data and information from several sources and arrives at logical conclusions.	15	2.33	40.0	7%	53%	40%
23. Prioritizes various actions to be taken when solving a problem.	15	2.07	20.0	13%	67%	20%
24. Identifies the root cause of a problem.	15	2.40	53.3	13%	33%	53%
25. Selects the appropriate techniques for analysis.	15	2.27	53.3	27%	20%	53%

Comments:

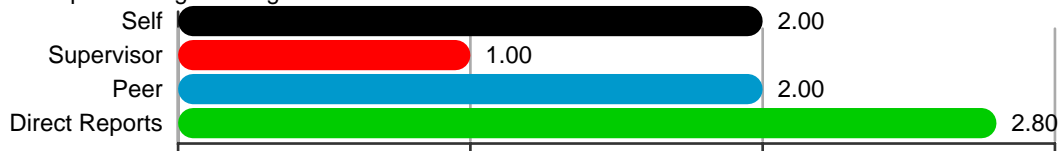
- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- Confidence is the only thing I think he needs to improve on.
- I look forward to learning and improving with his and the other members in the division.

Change Management

Summary Scores



26. Effective in implementing new organizational vision and values.



27. Works cooperatively with others to implement changes.



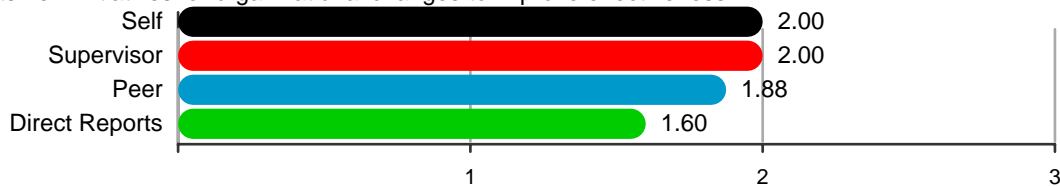
28. Assists others in understanding changes to the organization.



29. Supports the Company's efforts to implement changes.



30. Supports new initiatives for organizational changes to improve effectiveness.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Effective in implementing new organizational vision and values.	15	2.20	33.3	13%	53%	33%
27. Works cooperatively with others to implement changes.	15	2.00	26.7	27%	47%	27%
28. Assists others in understanding changes to the organization.	15	2.47	53.3	7%	40%	53%
29. Supports the Company's efforts to implement changes.	15	2.60	60.0		40%	60%
30. Supports new initiatives for organizational changes to improve effectiveness.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.

Technical

Summary Scores



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



32. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



33. Seeks information from others as needed.



34. 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.



35. Willingly shares his/her technical expertise; sought out as resource by 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.13	33.3	20%	47%	33%
32. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	2.13	33.3	20%	47%	33%
33. Seeks information from others as needed.	15	2.07	33.3	27%	40%	33%
34. 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	2.13	26.7	13%	60%	27%
35. Willingly shares his/her technical expertise; sought out as resource by others	15	1.87	20.0	33%	47%	20%

Comments:

- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- Cannot think of anything
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- _____ is a very effective leader and a role model for other leaders.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- He often involves his team in decision making and to determine how to achieve outcomes.

Partnering/Networking

Summary Scores



36. Creates value within the Company by building networks.



37. Develops a sense of trust in subordinates so they can freely interact and share information with others.



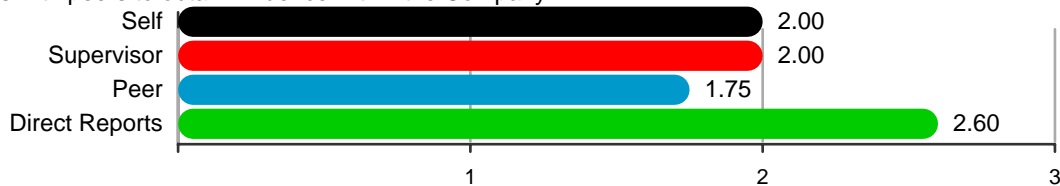
38. Maintains infrastructure to support partnerships and networks.



39. Forges mutually beneficial relationships between individuals with diverse backgrounds.



40. Partners with peers to obtain influence within the Company.



Level of Skill

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

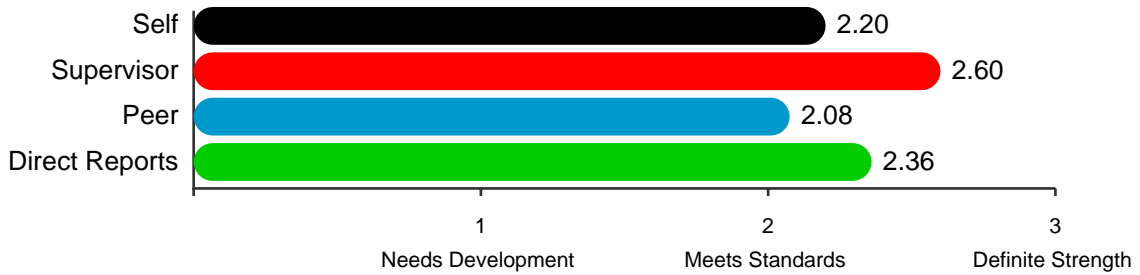
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Creates value within the Company by building networks.	15	1.87	20.0	33%	47%	20%
37. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	1.93	13.3	20%	67%	13%
38. Maintains infrastructure to support partnerships and networks.	15	2.07	33.3	27%	40%	33%
39. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	2.33	33.3		67%	33%
40. Partners with peers to obtain influence within the Company.	15	2.07	33.3	27%	40%	33%

Comments:

- I honestly cannot think of anything that he could improve on.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- I envy his versatility in working with a wide variety of issues and topics.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.

Others

Summary Scores



41. Forms working relationships with employees from other departments.



42. Is able to see issues from others' perspectives.



43. ...treats others with respect and dignity.



44. Consistently demonstrates ability and willingness to trust others.



45. Helpful



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Forms working relationships with employees from other departments.	15	2.00	26.7	27%	47%	27%
42. Is able to see issues from others' perspectives.	15	2.13	33.3	20%	47%	33%
43. ...treats others with respect and dignity.	15	2.20	40.0	20%	40%	40%
44. Consistently demonstrates ability and willingness to trust others.	15	2.20	26.7	7%	67%	27%
45. Helpful	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has brought a much needed positive change to [CompanyName].
- He is very relatable and I believe it helps with the initial contact with the prospects.
- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- He consistently involves employees in shared decision making.
- _____ 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.

Entrepreneurship

Summary Scores



46. Able to adapt the department to changing business demands and climate.



47. Encourages dynamic growth opportunities.



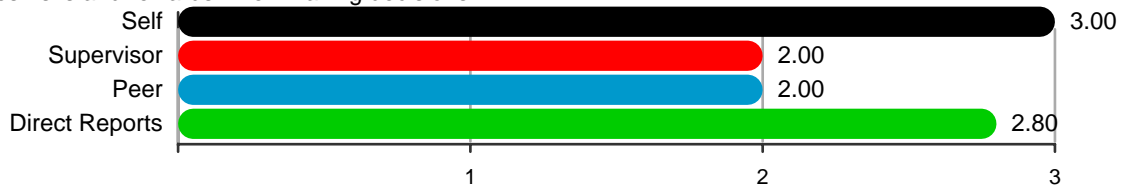
48. Encourages risk taking for developing potential business opportunities.



49. Devotes a certain amount of time and effort to developing new business opportunities.



50. Balances risks and rewards when making decisions.



Level of Skill

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

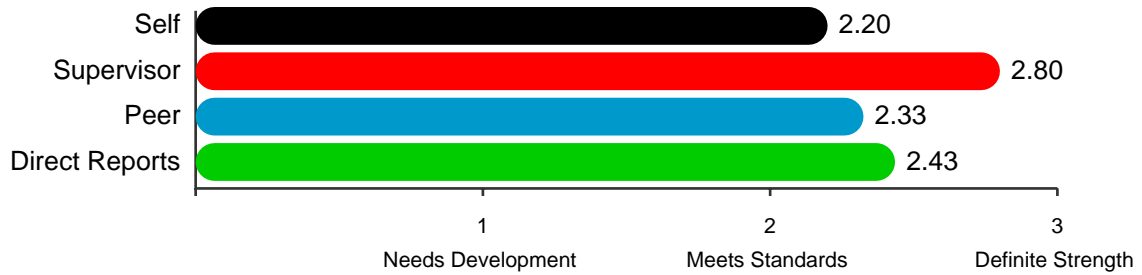
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Able to adapt the department to changing business demands and climate.	15	2.27	26.7		73%	27%
47. Encourages dynamic growth opportunities.	15	2.13	26.7	13%	60%	27%
48. Encourages risk taking for developing potential business opportunities.	15	2.40	40.0		60%	40%
49. Devotes a certain amount of time and effort to developing new business opportunities.	15	2.47	46.7		53%	47%
50. Balances risks and rewards when making decisions.	15	2.33	46.7	13%	40%	47%

Comments:

- I am impressed with his commitment to task and job knowledge.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.

Organizational Fluency

Summary Scores



51. Effective in communicating with others within the organization.



52. Able to use corporate politics to advance department objectives.



53. Adept at navigating within the culture of the department.



54. Able to deal with sensitive issues with tact and professionalism.



55. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Effective in communicating with others within the organization.	14	2.21	28.6	7%	64%	29%
52. Able to use corporate politics to advance department objectives.	14	2.29	42.9	14%	43%	43%
53. Adept at navigating within the culture of the department.	15	2.53	53.3		47%	53%
54. Able to deal with sensitive issues with tact and professionalism.	15	2.47	46.7		53%	47%
55. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.40	40.0		60%	40%

Comments:

- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- _____ 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.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.

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 been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- _____ has excellent communication skills with both staff and his management team.
- _____, more than most, takes what we've learned and implements changes.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- He is a real advocate for the customers. Excellent department and computer skills

What do you like best about working with this individual?

- _____ is committed to our organization and leads by example.
- He communicates well to all staff and we know what is expected of us.
- Allocates resources in advance to ensure the required work can be completed.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'•
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.

What do you like least about working with this individual?

- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- _____ is a great leader and supports his staff.
- _____ is committed to our organization and leads by example.
- _____ is an excellent communicator and is very open and supportive to his staff.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- Has one of the strongest work ethics I've ever encountered in a team member.

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

- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- He is a strength that supports department morale and work flow.
- _____ is very approachable and always willing to listen.
- _____ is committed to our organization and leads by example.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- He is very effective.

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

- _____ has been so helpful to me as a new manager.
- He inspires others by the manner in which he does his work and engages others.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- _____ encourages our staff to strive to be the best that we can be.
- His quality of work is good.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.

Any final comments?

- _____ is a valued member of the department.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- Provide more frequent development feedback.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- I have not had any issues with _____ since I have been working for him.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.