



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.

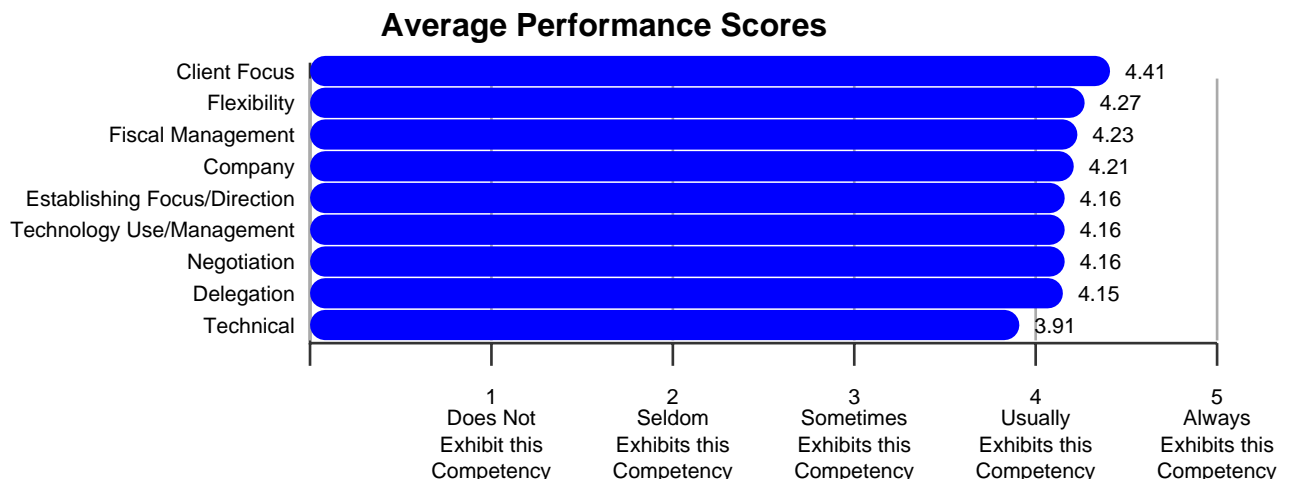
## What to Do with Your Feedback

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.



# Client Focus

## Summary Scores



1. Looks for opportunities that have a positive impact on Clients.



2. Forms strong client relationships



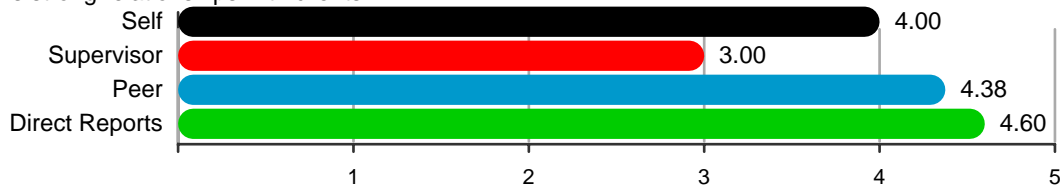
3. Is pro-active in dealing with clients and addressing their needs.



4. Obtains feedback to ensure client needs are being met.



5. Maintains strong relationships with 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Looks for opportunities that have a positive impact on Clients.	15	4.20	93.3	7%		67%		27%
2. Forms strong client relationships	15	4.87	100.0		13%		87%	
3. Is pro-active in dealing with clients and addressing their needs.	15	4.27	93.3	7%		60%		33%
4. Obtains feedback to ensure client needs are being met.	15	4.40	86.7	13%		33%		53%
5. Maintains strong relationships with clients.	15	4.33	93.3	7%		53%		40%

Comments:

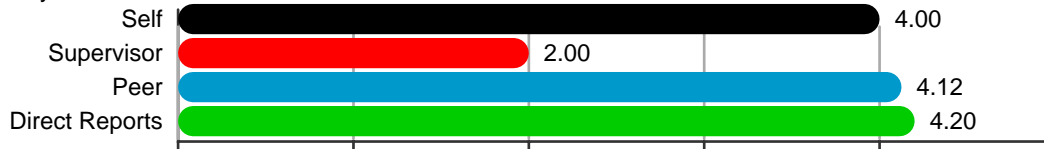
- Stay focused more on the agenda for meetings.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- \_\_\_ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. \_\_\_ also helps her team recognize areas of improvement and works to improve those areas as well.
- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).

# Flexibility

## Summary Scores



### 6. Willing to try new ideas.



### 7. Can handle changes without complaining.



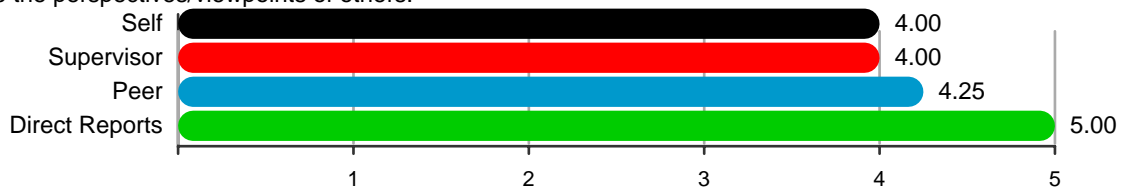
### 8. Is open to alternative ways to accomplish goals



### 9. Able to adapt to new situations.



### 10. Open to the perspectives/viewpoints of others.



## Level of Skill

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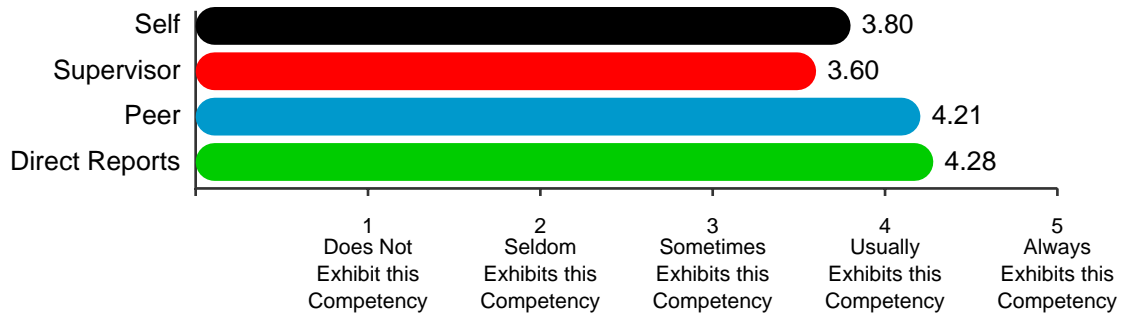
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Willing to try new ideas.	15	4.00	80.0	7%	13%	53%	27%	
7. Can handle changes without complaining.	15	4.07	80.0		20%	53%	27%	
8. Is open to alternative ways to accomplish goals	15	4.33	93.3	7%	47%		47%	
9. Able to adapt to new situations.	15	4.47	93.3	7%	40%		53%	
10. Open to the perspectives/viewpoints of others.	15	4.47	93.3	7%	40%		53%	

### Comments:

- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- I find her to be a stellar asset to our team at [CompanyName].
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- She will sit down with all parties involved before she makes a decision.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.

## Establishing Focus/Direction

### Summary Scores



### 11. Excellent at managing time.



### 12. Stays focused even when under pressure and stress.



### 13. Maintains focus when handling several problems or tasks simultaneously.



### 14. Maintains self-control when personally criticized.



### 15. Aligns the department's goals with the goals of the organization.





## Level of Skill

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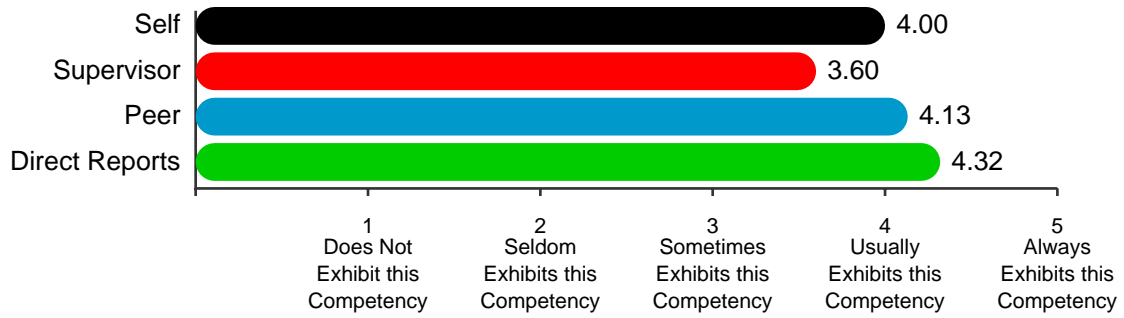
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Excellent at managing time.	15	4.60	100.0			40%	60%	
12. Stays focused even when under pressure and stress.	15	4.27	100.0			73%		27%
13. Maintains focus when handling several problems or tasks simultaneously.	15	4.33	100.0			67%		33%
14. Maintains self-control when personally criticized.	15	3.93	73.3	27%		53%		20%
15. Aligns the department's goals with the goals of the organization.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- She has always encouraged others and provided tools for the employee to do so.
- \_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- Additional feedback and communication.
- \_\_\_ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.

# Delegation

## Summary Scores



16. Assigns tasks to create learning opportunities for the employees.



17. Defines the roles, responsibilities, required actions, and deadlines for team members.



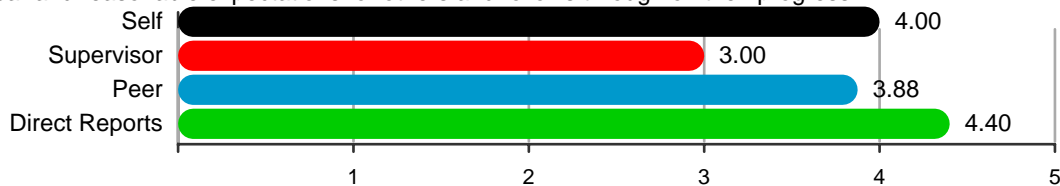
18. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



19. Allows employees to decide how they wish to complete the tasks.



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



## Level of Skill

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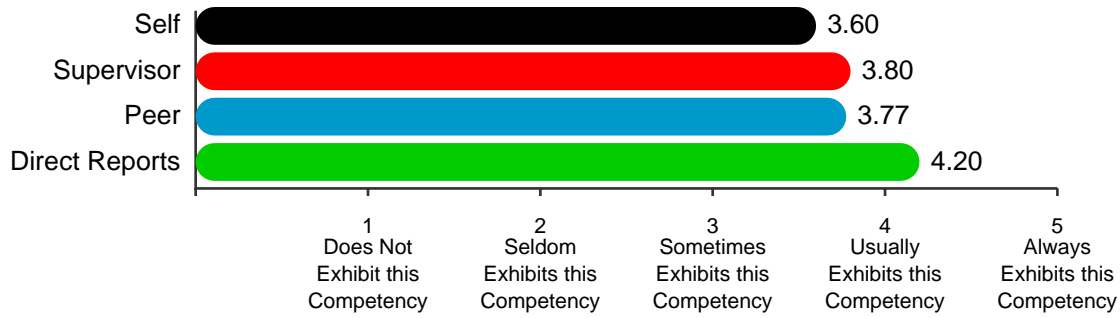
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Assigns tasks to create learning opportunities for the employees.	15	4.33	86.7	13%	40%	47%		
17. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.27	93.3	7%	60%	33%		
18. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	14	4.00	92.9	7%	86%	7%		
19. Allows employees to decide how they wish to complete the tasks.	14	4.14	85.7	7%	7%	50%	36%	
20. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- I am impressed with her commitment to task and job knowledge.
- \_\_\_ is a great team member who cares about her team, the quality of her work, and the organization.
- \_\_\_ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She includes appropriate people in her decisions and follows through on decisions made.
- I trust that I can go to her in confidence and she will really listen to what I am saying.

# Technical

## Summary Scores



21. Seeks information from others as needed.



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



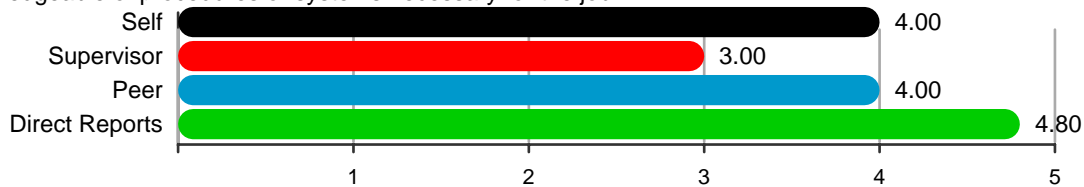
23. Demonstrates mastery of the technical competencies required in his/her work.



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



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



### Level of Skill

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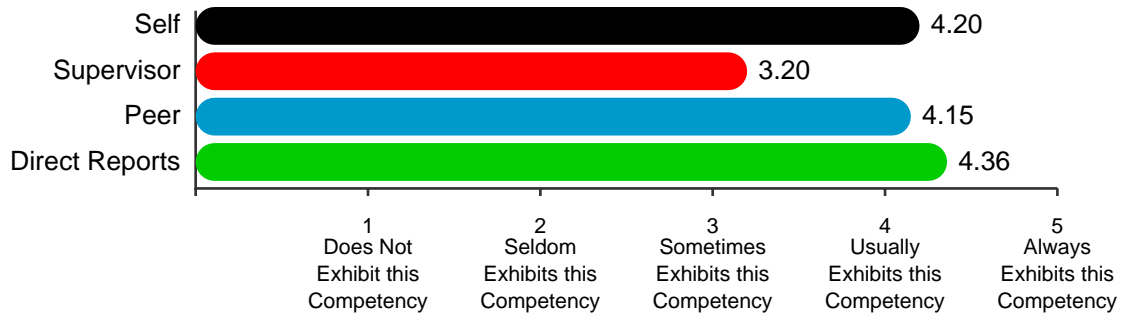
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Seeks information from others as needed.	15	4.00	66.7	13%	20%	20%	47%	
22. Willingly shares his/her technical expertise; sought out as resource by others	15	3.47	53.3	13%	33%		47%	7%
23. Demonstrates mastery of the technical competencies required in his/her work.	15	3.60	66.7	13%	20%		60%	7%
24. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.27	86.7	7%	7%	40%	47%	
25. Is knowledgeable of procedures or systems necessary for the job.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

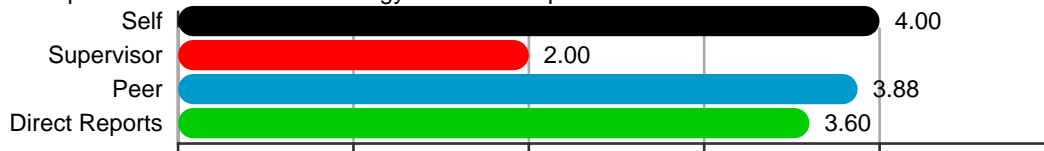
- I think \_\_\_ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- \_\_\_ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- Job performance is excellent. Lucky to have \_\_\_ on our team.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.

# Technology Use/Management

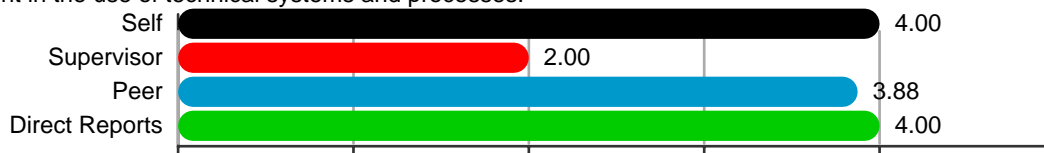
## Summary Scores



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



27. Proficient in the use of technical systems and processes.



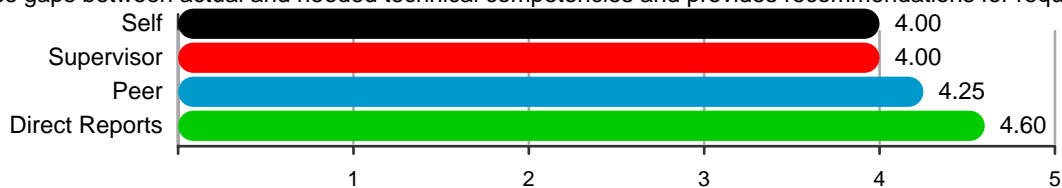
28. Maximizes the use of new technology to deliver products and services.



29. Supports technical training and development of employees.



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



### Level of Skill

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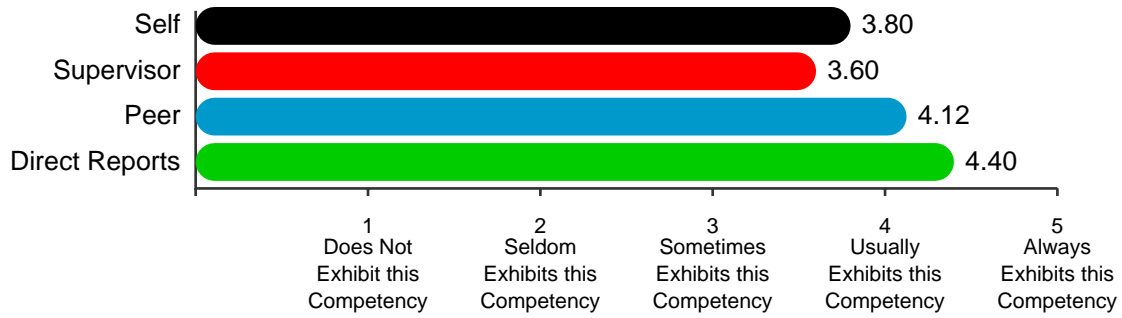
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Adopts the implementation of new technology into the workplace.	15	3.67	66.7	20%	13%	47%	20%	
27. Proficient in the use of technical systems and processes.	15	3.80	73.3	20%	7%	47%	27%	
28. Maximizes the use of new technology to deliver products and services.	15	4.33	86.7		13%	40%	47%	
29. Supports technical training and development of employees.	15	4.67	100.0			33%	67%	
30. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.33	100.0			67%	33%	

Comments:

- \_\_\_ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- She has hired good people, and developed strong relationship's with finance.
- \_\_\_ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- As mentioned above, good collaboration.
- \_\_\_ has my back and breaks down the barriers when I let her know that need her support.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.

# Negotiation

## Summary Scores



31. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.



32. Able to adapt to changing situations.



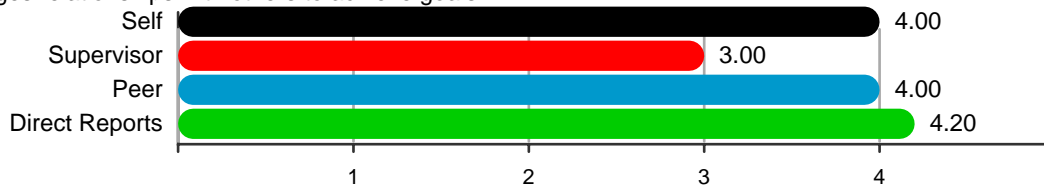
33. Actively listens to conversations to be able to recall important details later.



34. Able to say "no" when it is essential to maintaining quality and high standards.



35. Leverages relationships with others to achieve goals.





## Level of Skill

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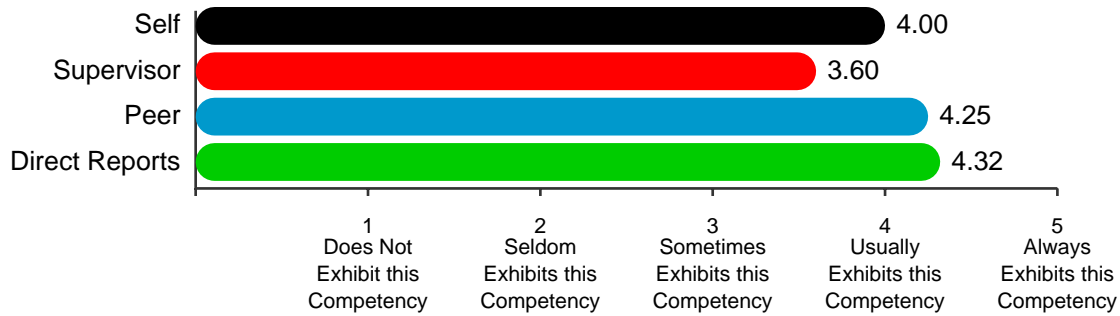
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.07	80.0	20%		53%		27%
32. Able to adapt to changing situations.	15	4.47	100.0			53%		47%
33. Actively listens to conversations to be able to recall important details later.	15	4.13	80.0	20%		47%		33%
34. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.13	86.7	13%		60%		27%
35. Leverages relationships with others to achieve goals.	15	4.00	80.0	20%		60%		20%

### Comments:

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- \_\_\_ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- \_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.

# Company

## Summary Scores



### 36. Attends [Company] gatherings and social events.



### 37. Understands the "basics" as to how [Company] functions/operates.



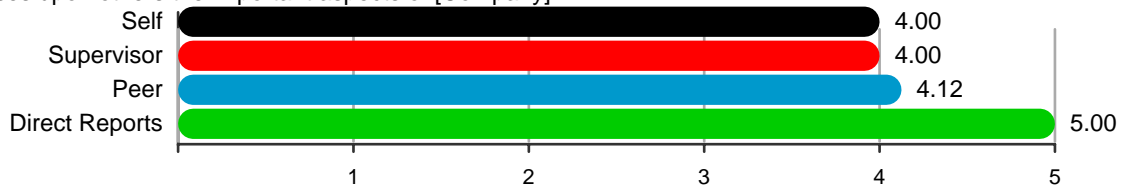
### 38. Understands the use of [Company] products and services.



### 39. Follows existing procedures and processes.



### 40. Impresses upon others the important aspects of [Company].



## Level of Skill

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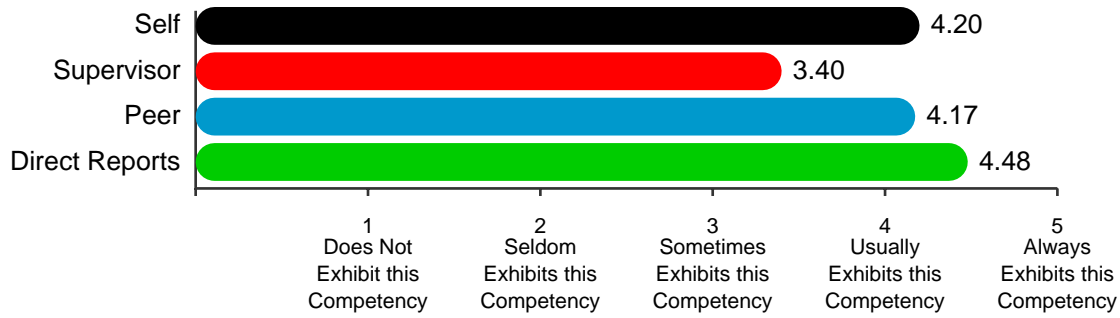
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Attends [Company] gatherings and social events.	15	4.33	100.0				67%	33%
37. Understands the "basics" as to how [Company] functions/operates.	15	3.93	80.0	13%	7%		53%	27%
38. Understands the use of [Company] products and services.	15	4.27	86.7		13%		47%	40%
39. Follows existing procedures and processes.	15	4.13	86.7		13%		60%	27%
40. Impresses upon others the important aspects of [Company].	15	4.40	93.3		7%		47%	47%

### Comments:

- \_\_\_ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- I appreciate how \_\_\_ guides, supports, and direct staff.
- She 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.
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- \_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- \_\_\_ is great about approaching and including staff input with decision making within the department.

# Fiscal Management

## Summary Scores



### 41. Develops budgets and plans for various programs and initiatives.



### 42. Monitors spending.



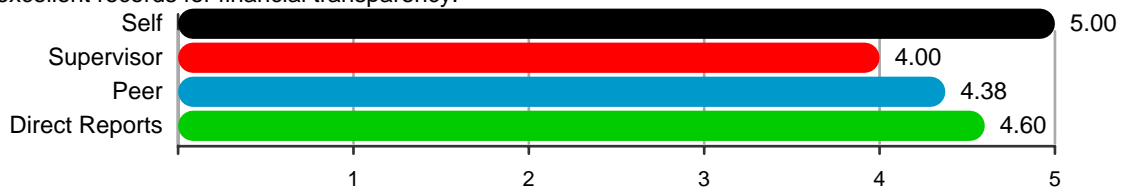
### 43. Effective in using Company's resources.



### 44. Ensures others follow the correct rules and regulations on fiscal matters.



### 45. Keeps excellent records for financial transparency.



## Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Develops budgets and plans for various programs and initiatives.	15	4.33	93.3	7%		53%	40%	
42. Monitors spending.	15	4.20	80.0	20%		40%	40%	
43. Effective in using Company's resources.	15	4.13	86.7	13%		60%	27%	
44. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.00	86.7	13%		73%		13%
45. Keeps excellent records for financial transparency.	15	4.47	93.3	7%		40%	53%	

### Comments:

- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- I think \_\_\_ works really hard to engage with everyone of us.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- Under her leadership, the department teams have become very cohesive.
- She has great sense of vision and purpose for the division and organization as a whole.
- \_\_\_ 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.

## 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?

- She interacts effectively with our most difficult customers.
- \_\_\_ is one of the most honest, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- \_\_\_ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- She has consistently been a strong advocate for me and my team.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- \_\_\_ 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.

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

- \_\_\_ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- She is very supportive of cross training and learning new skills.
- Takes complete ownership of role and looks for ways to assist teammates.
- Our department continues to have a very low loss rate.
- \_\_\_ is a valued member of the department.

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

- 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.
- \_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She is organized, kind, and extremely approachable.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- When \_\_\_ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. \_\_\_ is an engaged Leader.

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

- Not many people can be as well rounded, as these qualities require completely different skill sets.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- \_\_\_ is an excellent leader. She seeks input from everyone involved to solve an issue.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.

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

- \_\_\_ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- She is a team player and willing to help other departments and staff when needed.
- When dealing with HR issues my HR business partner is always involved.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- I think we have a great team. \_\_\_ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.

### Any final comments?

- It shows that \_\_\_ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- \_\_\_ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- I think \_\_\_ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- \_\_\_ 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.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_'s work.