

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.

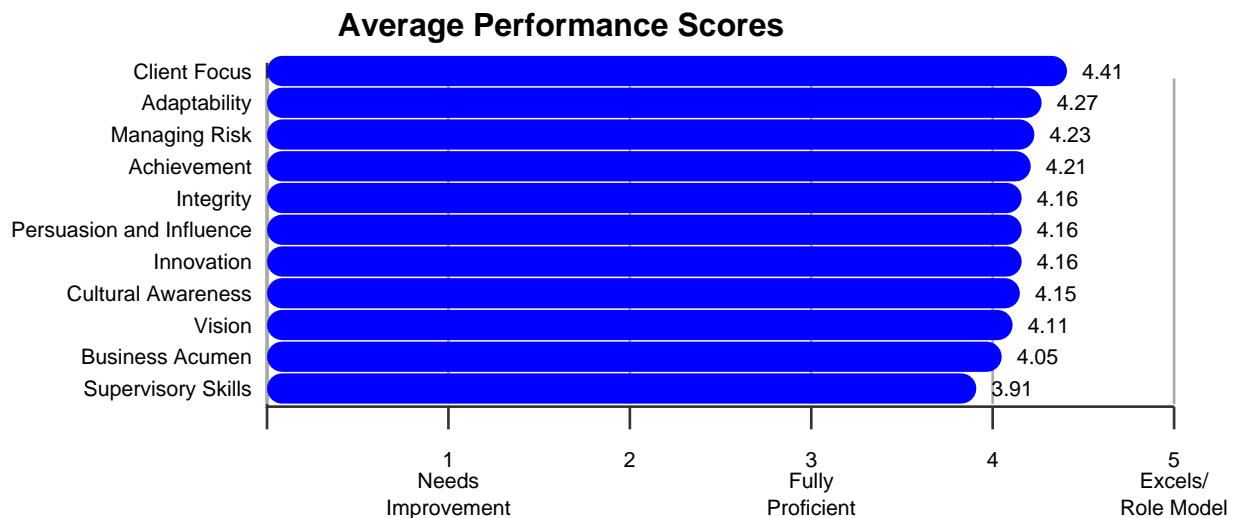
What to Do with Your Feedback

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.



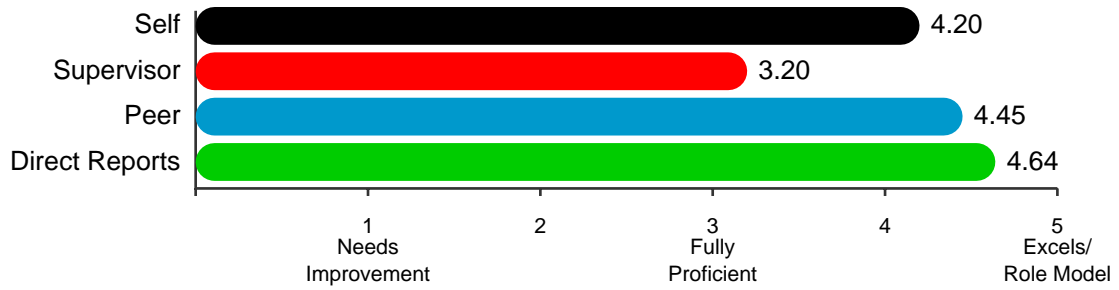
Gap Analysis

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.



Client Focus

Summary Scores



1. Maintains strong relationships with clients.



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



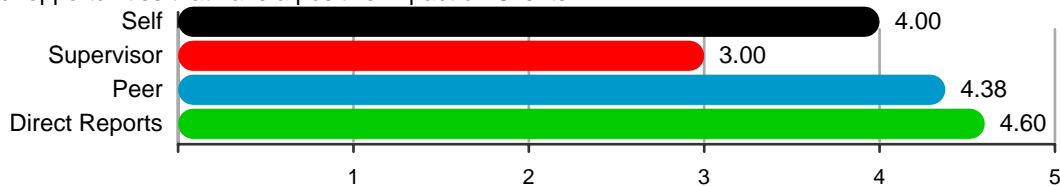
3. Ensures client commitments and requirements are met or exceeded



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



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



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

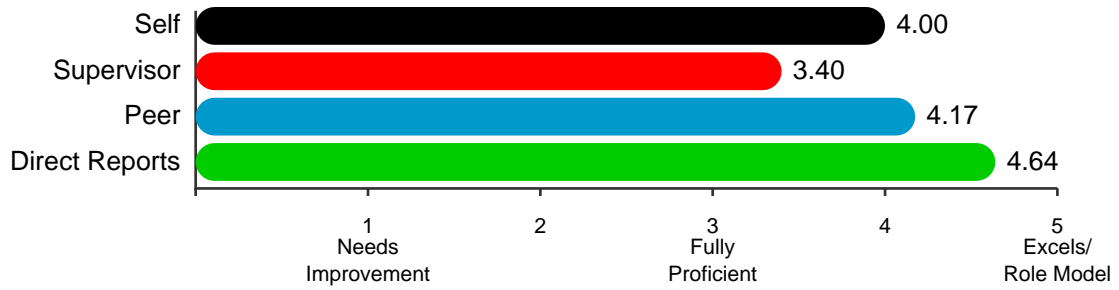
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Maintains strong relationships with clients.	15	4.20	93.3	7%	67%	27%
2. Is pro-active in dealing with clients and addressing their needs.	15	4.87	100.0	13%	87%	
3. Ensures client commitments and requirements are met or exceeded	15	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. Looks for opportunities that have a positive impact on Clients.	15	4.33	93.3	7%	53%	40%

Comments:

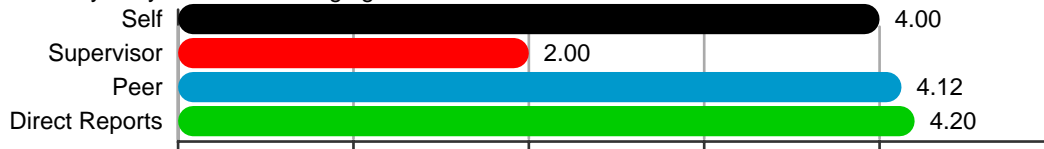
- He strives for self improvement and is heavily invested in the same for others.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- _____ has the talent to use different Leadership styles to fit the situation.
- Uses visual aids to communicate progress to your team.
- _____ is the absolute definition of team player.

Adaptability

Summary Scores



6. Works effectively in dynamic and changing work environments.



7. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.



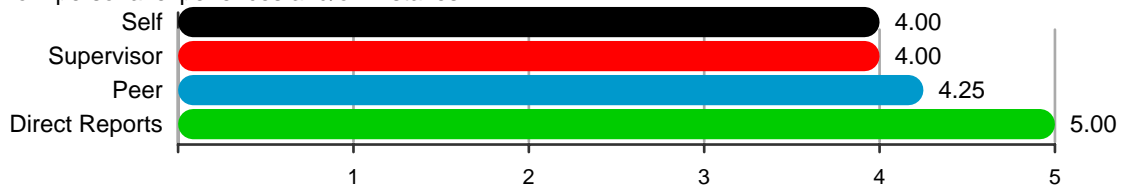
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.



9. Recognizes and implements changes to enhance efficiency and effectiveness.



10. Learns from personal experiences and/or mistakes.



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).

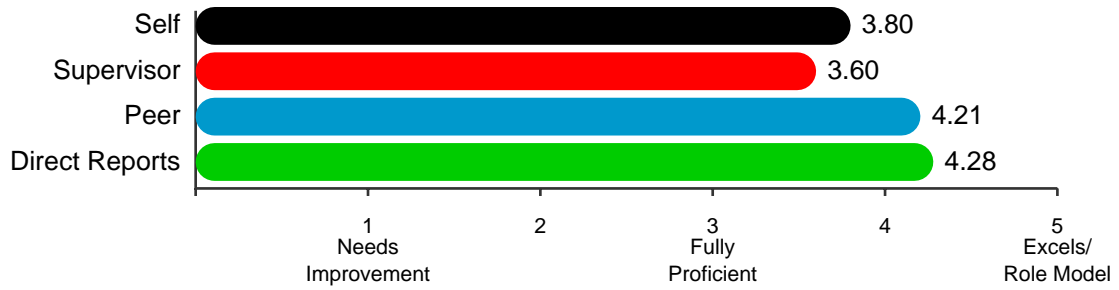
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Works effectively in dynamic and changing work environments.	15	4.00	80.0	7%	13%	53%	27%
7. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	4.07	80.0		20%	53%	27%
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	4.33	93.3	7%		47%	47%
9. Recognizes and implements changes to enhance efficiency and effectiveness.	15	4.47	93.3	7%		40%	53%
10. Learns from personal experiences and/or mistakes.	15	4.47	93.3	7%		40%	53%

Comments:

- A willingness and flexibility to pitch in help where needed is important.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.

Integrity

Summary Scores



11. Maintains strong relationships with others.



12. Does what was promised.



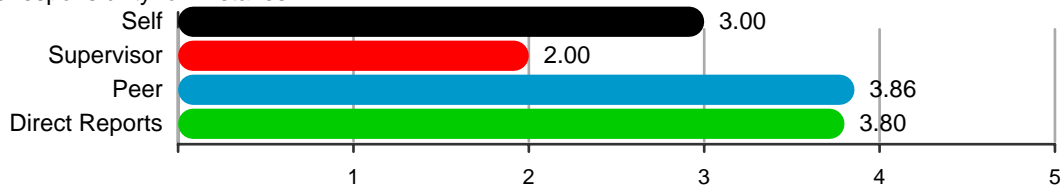
13. Protects the integrity and confidentiality of information



14. Demonstrates sincerity in actions with others.



15. Accepts responsibility for mistakes.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

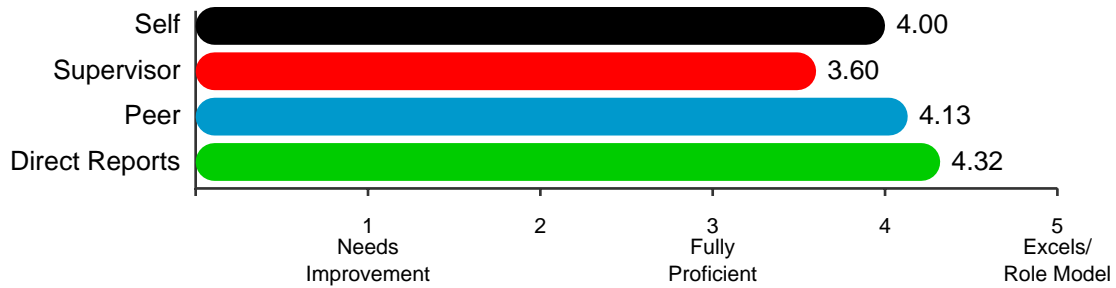
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Maintains strong relationships with others.	15	4.60	100.0	40%	60%	
12. Does what was promised.	15	4.27	100.0	73%		27%
13. Protects the integrity and confidentiality of information	15	4.33	100.0	67%		33%
14. Demonstrates sincerity in actions with others.	15	3.93	73.3	27%	53%	20%
15. Accepts responsibility for mistakes.	14	3.64	57.1	14%	29%	36%

Comments:

- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- 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.
- _____ works to keep up but a lot of new concepts.
- _____ can be counted on for his reliability.
- He strives to be an effective and available leader.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.

Cultural Awareness

Summary Scores



16. Encourages a work environment where individual differences are valued.



17. Recognizes and values individual and cultural differences.



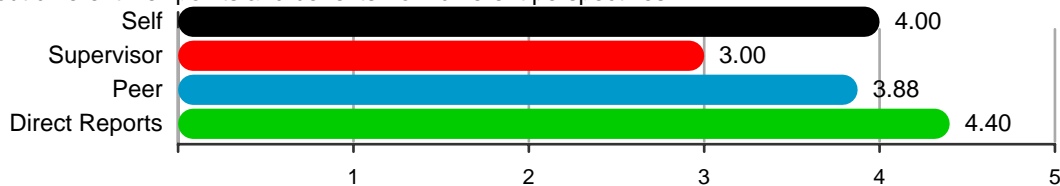
18. Shows respect in daily interactions



19. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



20. Seeks out different viewpoints and benefits from different perspectives.



Level of Skill

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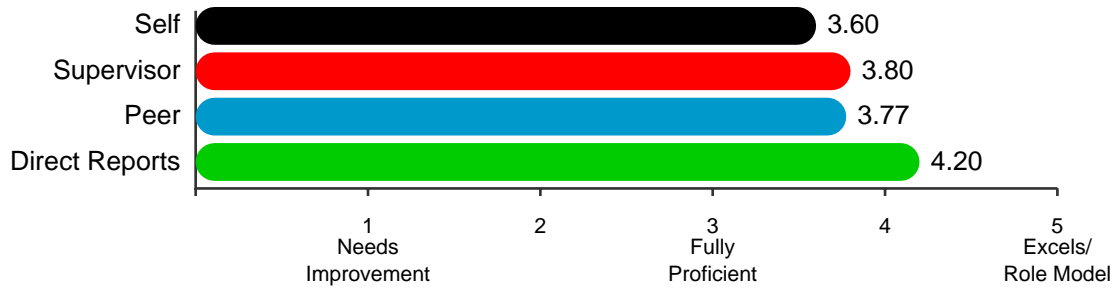
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Encourages a work environment where individual differences are valued.	15	4.33	86.7	13%	40%	47%	
17. Recognizes and values individual and cultural differences.	15	4.27	93.3	7%	60%	33%	
18. Shows respect in daily interactions	14	4.00	92.9	7%	86%	7%	
19. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	14	4.14	85.7	7%	7%	50%	36%
20. Seeks out different viewpoints and benefits from different perspectives.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- Be being better organized. It would help with prioritizing.
- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- He listens to the team.
- He is trustworthy, dependable, positive attitude, and team focused.

Supervisory Skills

Summary Scores



21. Is aware of the unique strengths of each employee.



22. Encourages employees to achieve their full potential.



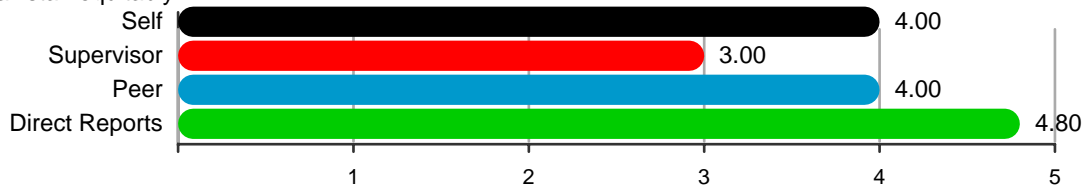
23. Appropriately recognizes and rewards employees.



24. Resolves personnel problems quickly and effectively.



25. Treats all staff equitably.



Level of Skill

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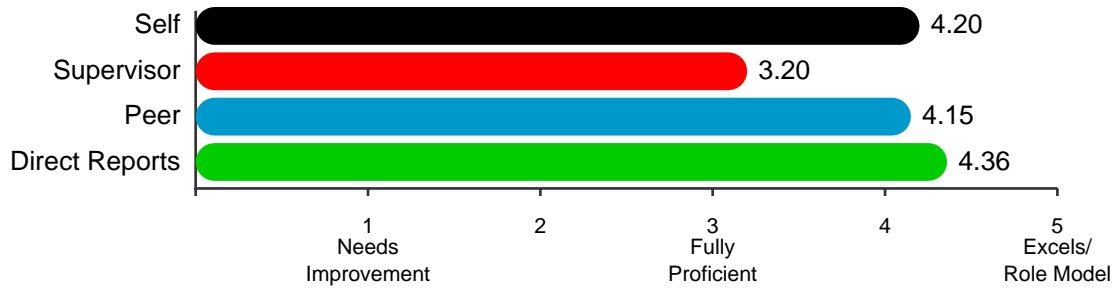
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Is aware of the unique strengths of each employee.	15	4.00	66.7	13%	20%	20%	47%
22. Encourages employees to achieve their full potential.	15	3.47	53.3	13%	33%	47%	7%
23. Appropriately recognizes and rewards employees.	15	3.60	66.7	13%	20%	60%	7%
24. Resolves personnel problems quickly and effectively.	15	4.27	86.7	7%	7%	40%	47%
25. Treats all staff equitably.	15	4.20	80.0	7%	13%	33%	47%

Comments:

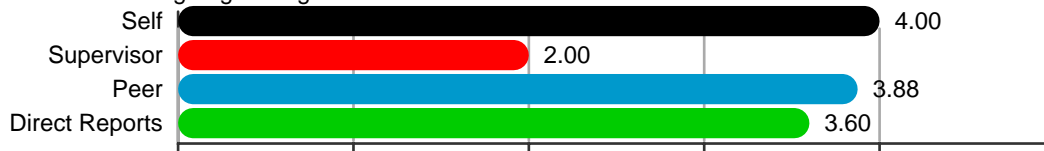
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- Detail oriented
- _____ is a true asset to [CompanyName].
- He consistently conducts himself with professionalism and represents our unit well.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.

Persuasion and Influence

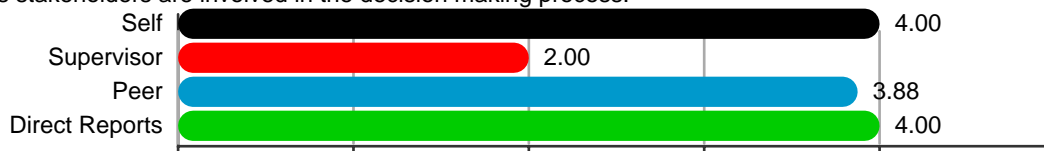
Summary Scores



26. Has excellent influencing/negotiating skills.



27. Ensures stakeholders are involved in the decision making process.



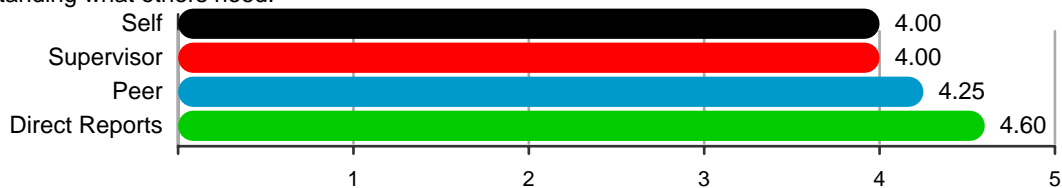
28. Seeks to obtain consensus or compromise.



29. Communicates effectively with others.



30. Understanding what others need.



Level of Skill

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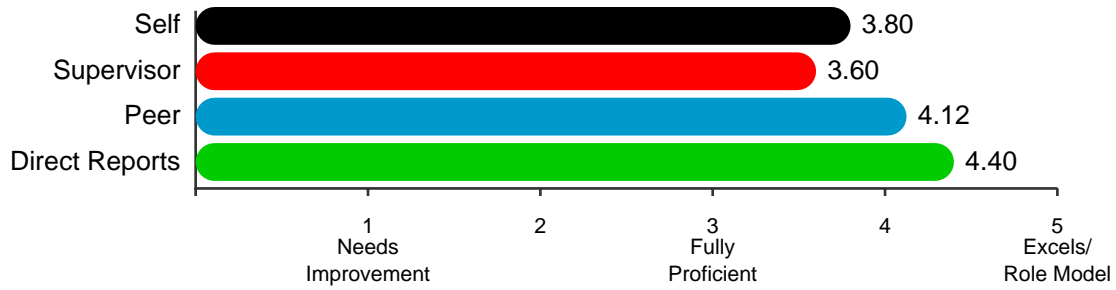
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Has excellent influencing/negotiating skills.	15	3.67	66.7	20%	13%	47%		20%
27. Ensures stakeholders are involved in the decision making process.	15	3.80	73.3	20%	7%	47%		27%
28. Seeks to obtain consensus or compromise.	15	4.33	86.7		13%	40%		47%
29. Communicates effectively with others.	15	4.67	100.0			33%		67%
30. Understanding what others need.	15	4.33	100.0			67%		33%

Comments:

- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- Increase in confidence. Being willing to lean into the uncomfortable.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.

Innovation

Summary Scores



31. Suggests new ideas at meetings.



32. Challenges current procedures to develop other alternatives.



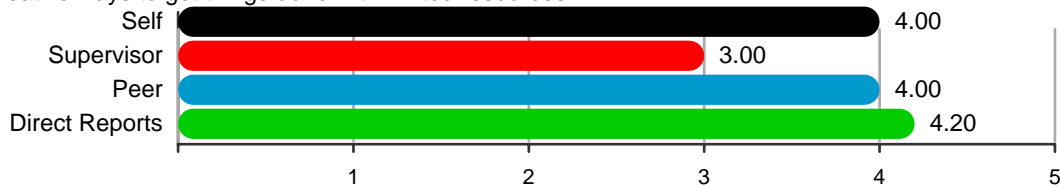
33. Develops new products and services.



34. Implements best practices within the department.



35. Finds creative ways to get things done with limited resources.



Level of Skill

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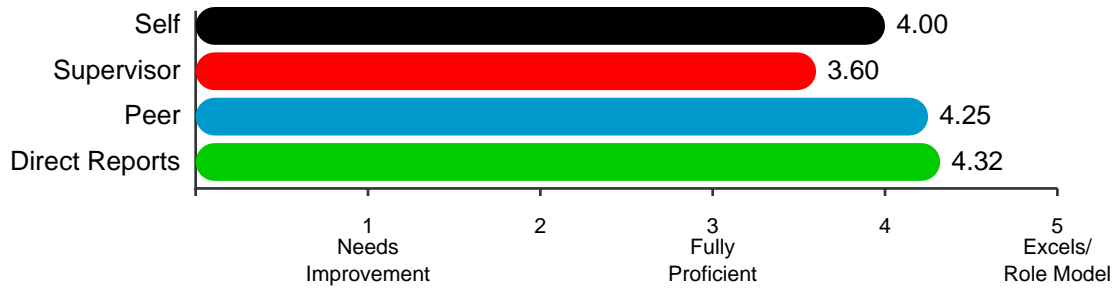
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Suggests new ideas at meetings.	15	4.07	80.0	20%	53%	27%
32. Challenges current procedures to develop other alternatives.	15	4.47	100.0		53%	47%
33. Develops new products and services.	15	4.13	80.0	20%	47%	33%
34. Implements best practices within the department.	15	4.13	86.7	13%	60%	27%
35. Finds creative ways to get things done with limited resources.	15	4.00	80.0	20%	60%	20%

Comments:

- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- _____ has the talent to use different Leadership styles to fit the situation.
- He is a dedicated person who inspires excellence in both staff and customer service.
- _____'s priority is our customers and community.

Achievement

Summary Scores



36. Strives to exceed standards of performance.



37. Rapidly completes tasks and assignments.



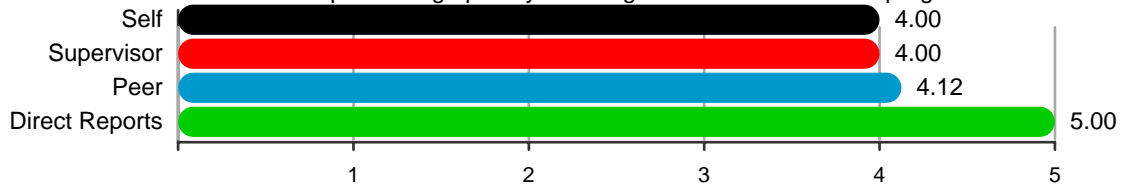
38. Sets ambitious standards of performance.



39. Sets challenging goals for the department.



40. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.



Level of Skill

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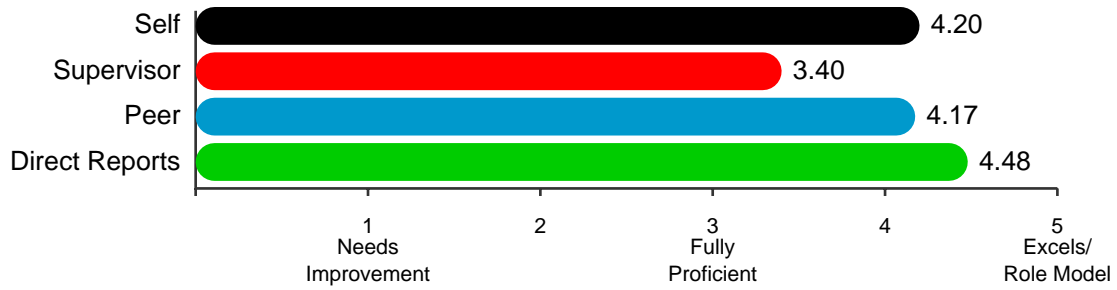
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Strives to exceed standards of performance.	15	4.33	100.0			67%		33%
37. Rapidly completes tasks and assignments.	15	3.93	80.0	13%	7%	53%		27%
38. Sets ambitious standards of performance.	15	4.27	86.7	13%		47%		40%
39. Sets challenging goals for the department.	15	4.13	86.7	13%		60%		27%
40. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	4.40	93.3	7%		47%		47%

Comments:

- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- His communication techniques are clear and to the point which is very much appreciated.
- As mentioned above, good collaboration.

Managing Risk

Summary Scores



41. Performs regular risk analyses to minimize adverse outcomes.



42. Improves process safety where possible.



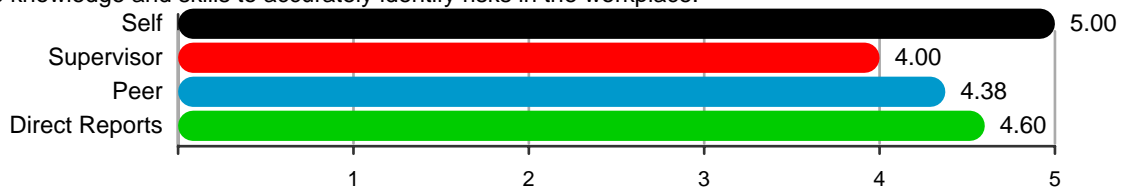
43. Is aware of process safety management.



44. Able to adapt quickly to changing situations.



45. Has the knowledge and skills to accurately identify risks in the workplace.



Level of Skill

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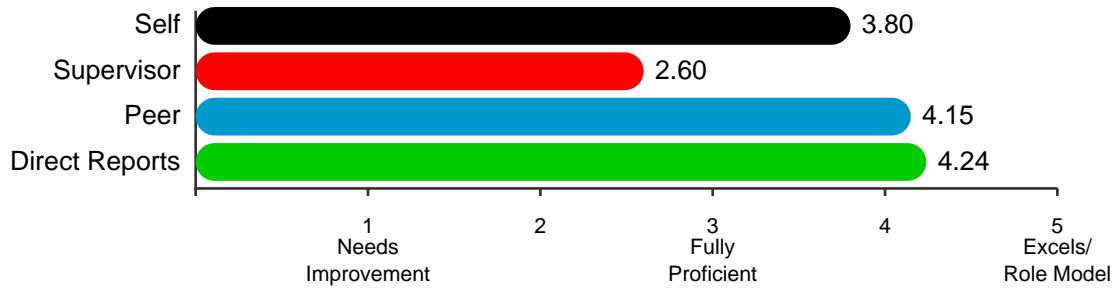
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
41. Performs regular risk analyses to minimize adverse outcomes.	15	4.33	93.3	7%	53%	40%
42. Improves process safety where possible.	15	4.20	80.0	20%	40%	40%
43. Is aware of process safety management.	15	4.13	86.7	13%	60%	27%
44. Able to adapt quickly to changing situations.	15	4.00	86.7	13%	73%	13%
45. Has the knowledge and skills to accurately identify risks in the workplace.	15	4.47	93.3	7%	40%	53%

Comments:

- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- He always responds in a timely manner and stays organized.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- He consistently helps us in problem solving a variety of issues.
- He's a good and reliable team member.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.

Business Acumen

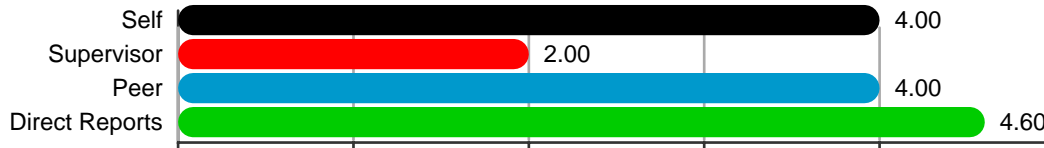
Summary Scores



46. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



47. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



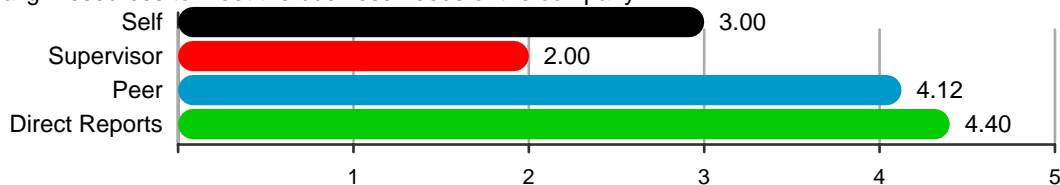
48. Considers impact of actions on other areas of the organization.



49. Applies the knowledge of work processes to influence the achievement of business goals



50. Able to align resources to meet the business needs of the company.



Level of Skill

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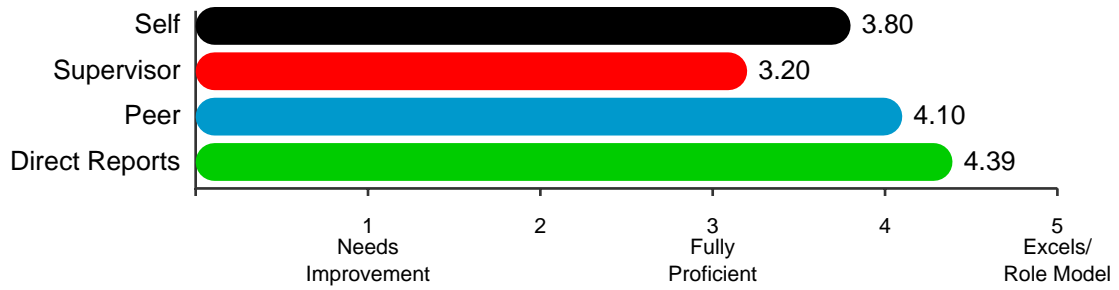
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
46. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.87	80.0	7%	13%	67%		13%
47. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.07	86.7	13%		53%		33%
48. Considers impact of actions on other areas of the organization.	15	4.13	86.7		13%	60%		27%
49. Applies the knowledge of work processes to influence the achievement of business goals	15	4.20	86.7	7%	7%	47%		40%
50. Able to align resources to meet the business needs of the company.	15	4.00	73.3	13%	13%	33%		40%

Comments:

- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- When dealing with HR issues my HR business partner is always involved.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- He is the only manager in the department to help us when we are short.

Vision

Summary Scores



51. Clearly articulates a vision for his/her work and inspires others to support it



52. Creates a common vision for others.



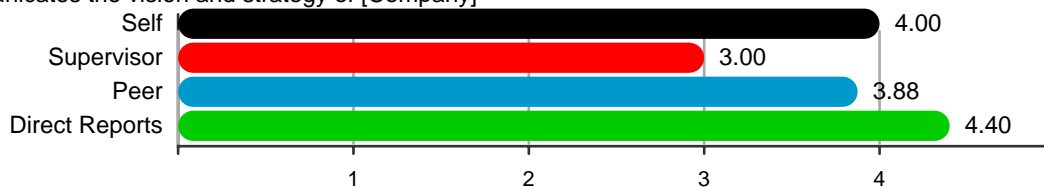
53. Leads employees in new directions.



54. Persuades others to follow the Company's vision.



55. Communicates the vision and strategy of [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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
51. Clearly articulates a vision for his/her work and inspires others to support it	14	4.14	92.9	7%	71%	21%
52. Creates a common vision for others.	14	4.21	85.7	14%	50%	36%
53. Leads employees in new directions.	15	4.13	80.0	20%	47%	33%
54. Persuades others to follow the Company's vision.	15	4.07	80.0	20%	53%	27%
55. Communicates the vision and strategy of [Company]	15	4.00	80.0	20%	60%	20%

Comments:

- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- Has good intentions, but follow through needs more work.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.

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?

- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- His years of experience and wisdom are generously shared and appreciated.
- He gives you confidence knowing he always has your back.
- He is showing more comfort in providing and receiving critical feedback.
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.

What do you like best about working with this individual?

- _____ 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.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- Initiative, attitude, and willingness to pitch in.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.

What do you like least about working with this individual?

- 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 can fall behind on projects without providing timely feedback.
- I envy his versatility in working with a wide variety of issues and topics.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- What I like is his standard line what resources do you need from me to make this work?
- _____ is always professional during interactions with staff.

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

- I think he is an asset to the department.
- 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 is very supportive of us and the job we do.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.

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

- He is committed to modeling anything that he would like to see implemented in our work environment.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.

Any final comments?

- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- He is trustworthy, dependable, positive attitude, and team focused.
- He has an open door policy and is available when needed.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- Provide more clarity. Increase your technical knowledge.