



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.

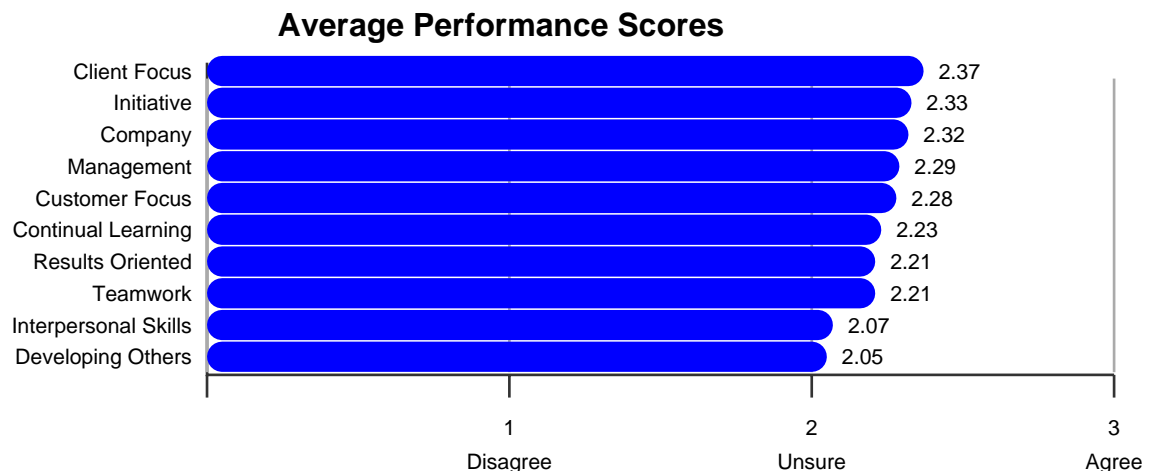
What to Do with Your Feedback

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 10 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.



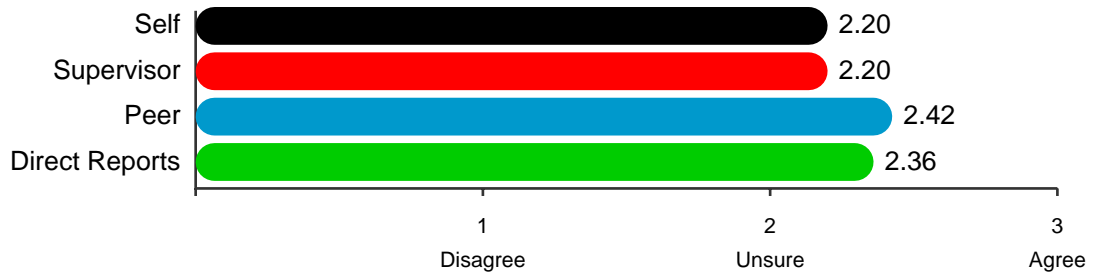
Gap Analysis

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

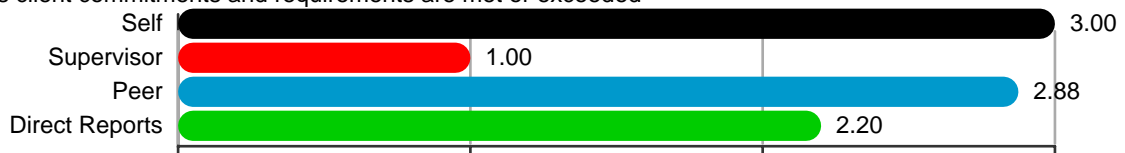
Summary Scores



1. Forms strong client relationships



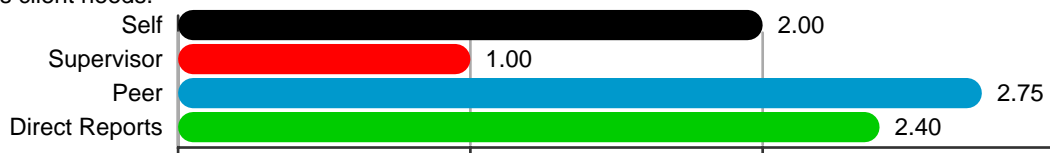
2. Ensures client commitments and requirements are met or exceeded



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



4. Satisfies client needs.



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 (Disagree) to green (Agree).

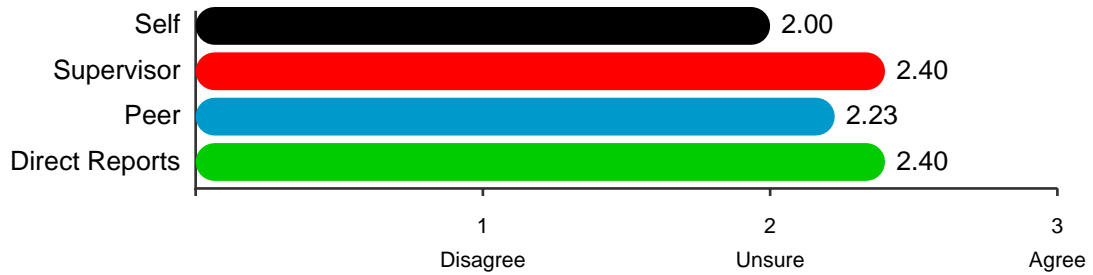
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Forms strong client relationships	15	2.27	33.3	7%	60%	33%
2. Ensures client commitments and requirements are met or exceeded	15	2.53	73.3	20%	7%	73%
3. Looks for opportunities that have a positive impact on Clients.	15	2.33	40.0	7%	53%	40%
4. Satisfies client needs.	15	2.47	53.3	7%	40%	53%
5. Maintains strong relationships with clients.	15	2.27	40.0	13%	47%	40%

Comments:

- I like ____, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- ____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- ____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- ____ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- ____ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.

Customer Focus

Summary Scores



6. Maintains positive customer relationships.



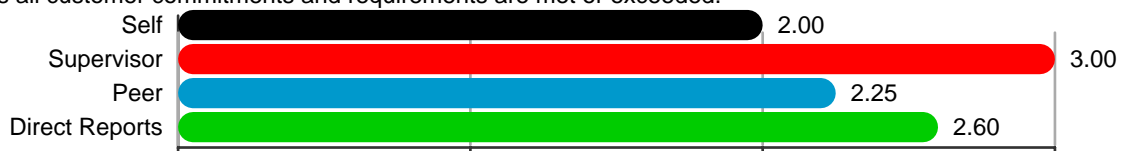
7. Does not hesitate to address customer concerns or complaints.



8. Considers customers point of view when making decisions.



9. Ensures all customer commitments and requirements are met or exceeded.



10. Develops good rapport and trust with the customer.



Level of Skill

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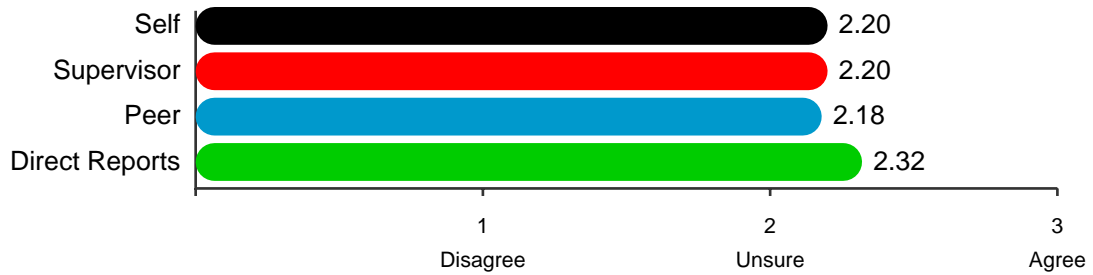
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Maintains positive customer relationships.	15	2.13	33.3	20%	47%	33%
7. Does not hesitate to address customer concerns or complaints.	15	2.07	26.7	20%	53%	27%
8. Considers customers point of view when making decisions.	15	2.33	40.0	7%	53%	40%
9. Ensures all customer commitments and requirements are met or exceeded.	15	2.40	53.3	13%	33%	53%
10. Develops good rapport and trust with the customer.	15	2.47	60.0	13%	27%	60%

Comments:

- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- She is very collaborative and always attempts to work with others.
- ___ is very supportive to staff and offers many opportunities for staff to grow.

Continual Learning

Summary Scores



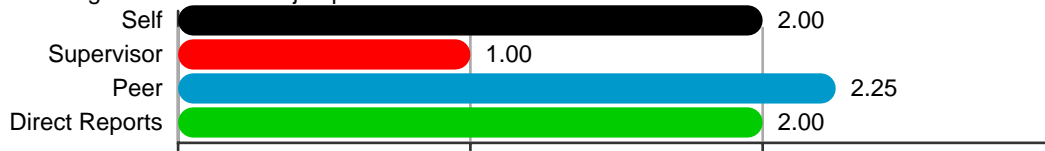
11. Pursues professional development opportunities when they arise.



12. Seeks opportunities to grow in skills and knowledge.



13. Pursues learning that will enhance job performance.



14. Pursues self-improvement through continual learning.



15. Builds on their strengths while addressing their weaknesses.



Level of Skill

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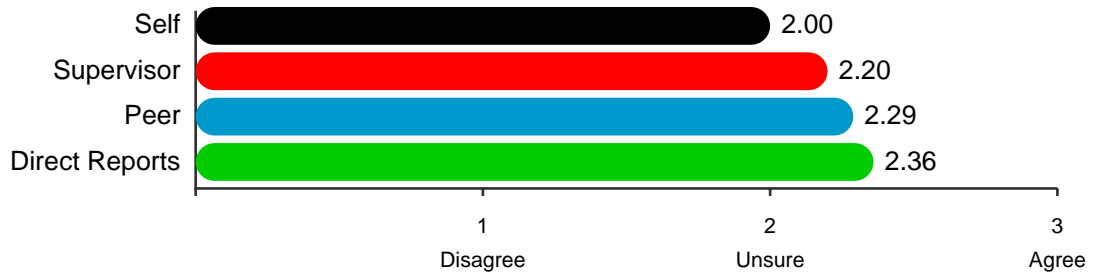
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Pursues professional development opportunities when they arise.	15	2.33	40.0	7%	53%	40%
12. Seeks opportunities to grow in skills and knowledge.	15	2.07	20.0	13%	67%	20%
13. Pursues learning that will enhance job performance.	15	2.07	26.7	20%	53%	27%
14.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

Comments:

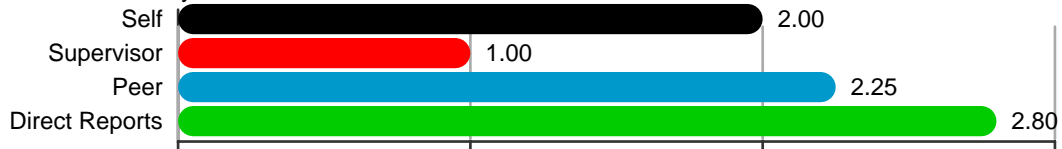
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- She is a strong leader complemented with sound judgement
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- I find her to be a stellar asset to our team at [CompanyName].
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- Increase business knowledge relating to overall strategic plan and the day to day operations.

Management

Summary Scores



16. Delegate tasks effectively



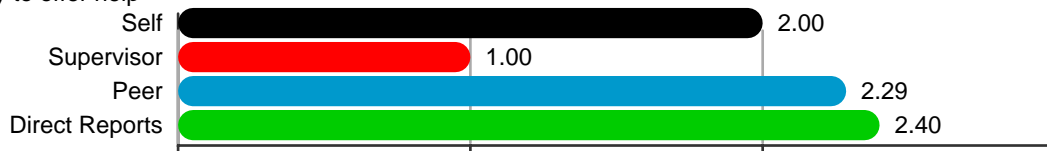
17. Makes you feel enthusiastic about your work



18. Sets an example for others to follow



19. Is ready to offer help



20. Keep staff informed about what is happening in the company



Level of Skill

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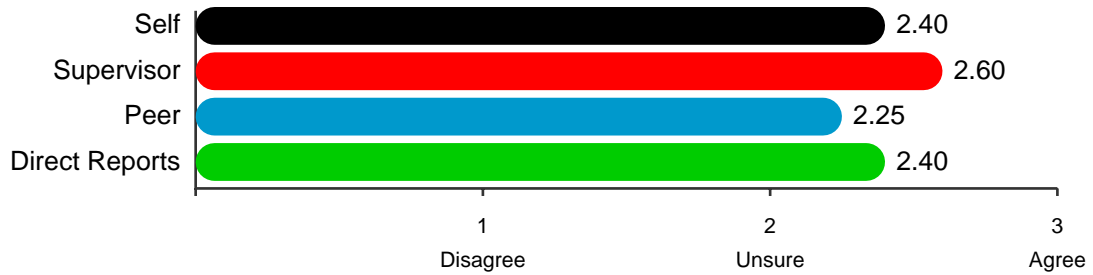
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Delegate tasks effectively	15	2.33	46.7	13%	40%	47%
17. Makes you feel enthusiastic about your work	15	2.33	40.0	7%	53%	40%
18. Sets an example for others to follow	14	2.00	14.3	14%	71%	14%
19. Is ready to offer help	14	2.21	42.9	21%	36%	43%
20. Keep staff informed about what is happening in the company	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has done tremendous work this past year in the Finance team.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- She has confidence in leading and making decisions improving rapidly.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.

Initiative

Summary Scores



21. Takes the initiative to change the direction or course of events.



22. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



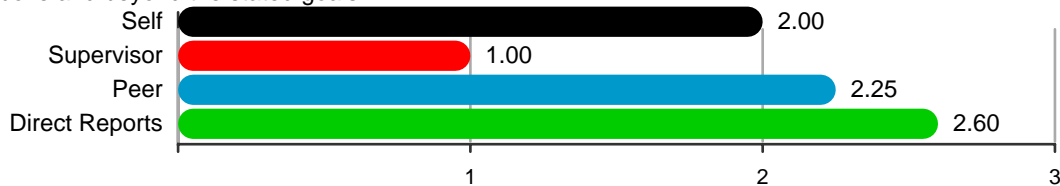
23. Seeks and utilizes opportunities for continuous learning and self-development.



24. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



25. Goes above and beyond the stated goals.



Level of Skill

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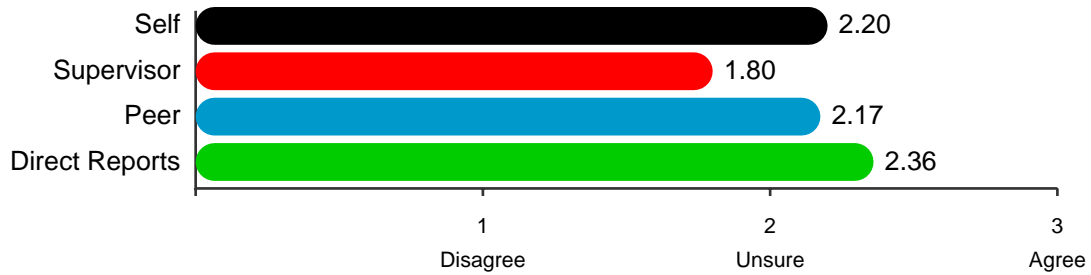
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Takes the initiative to change the direction or course of events.	15	2.60	66.7	7%	27%	67%
22. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	2.33	40.0	7%	53%	40%
23. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.07	20.0	13%	67%	20%
24. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.40	53.3	13%	33%	53%
25. Goes above and beyond the stated goals.	15	2.27	53.3	27%	20%	53%

Comments:

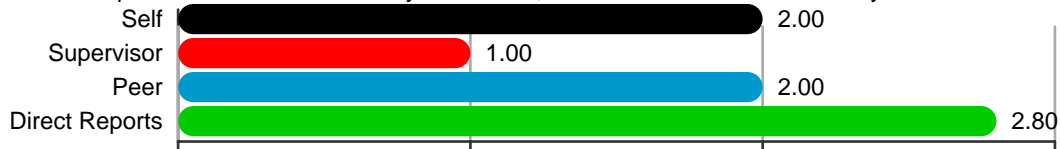
- She is a great teammate!
- She is showing more comfort in providing and receiving critical feedback.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- Uses her people skills to change negative situations into positive.
- She encourages each staff member to understand each other and to work together in a very positive manner.

Results Oriented

Summary Scores



26. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



27. Directs team in prioritizing daily work activities



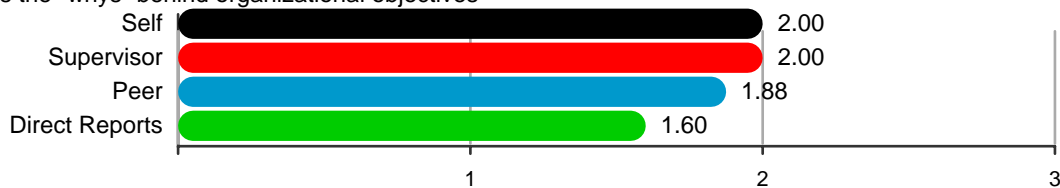
28. Does not become distracted by non-issues or interruptions.



29. Provides clear expectations for employees.



30. Explains the "whys" behind organizational objectives



Level of Skill

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

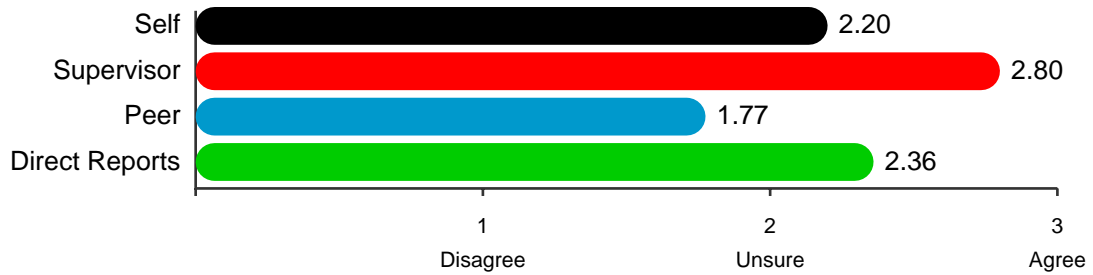
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	2.20	33.3	13%	53%	33%
27. Directs team in prioritizing daily work activities	15	2.00	26.7	27%	47%	27%
28. Does not become distracted by non-issues or interruptions.	15	2.47	53.3	7%	40%	53%
29. Provides clear expectations for employees.	15	2.60	60.0		40%	60%
30. Explains the "whys" behind organizational objectives	15	1.80	13.3	33%	53%	13%

Comments:

- Constantly working on improving the customer experience.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- ___ is approachable and professional in her interaction with staff and with customers.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.

Interpersonal Skills

Summary Scores



31. Is a role model for others



32. Uses knowledge and charisma rather than position, power, or coercion to influence others



33. Effectively manages conflicts by dealing with them directly and immediately



34. Comes across as credible, knowledgeable and sincere



35. Demonstrates willingness to work with 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 (Disagree) to green (Agree).

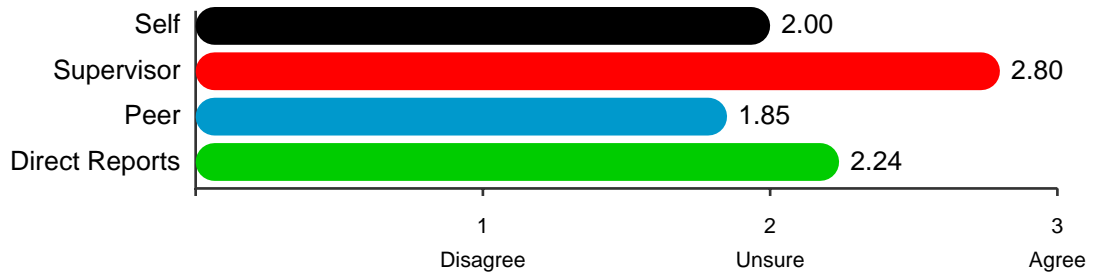
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Is a role model for others	15	2.13	33.3	20%	47%	33%
32. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	2.13	33.3	20%	47%	33%
33. Effectively manages conflicts by dealing with them directly and immediately	15	2.07	33.3	27%	40%	33%
34. Comes across as credible, knowledgeable and sincere	15	2.13	26.7	13%	60%	27%
35. Demonstrates willingness to work with others.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ leads by example. Great Employee engagement.
- She is, quite simply, the best boss I've ever had.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.

Developing Others

Summary Scores



36. Creates opportunities for professional development.



37. Provides constructive feedback to others.



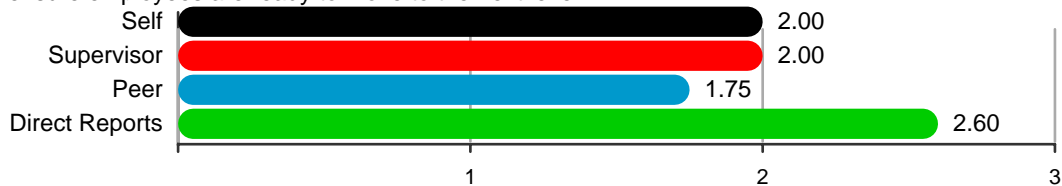
38. Assesses employees' developmental needs.



39. Recognizes and celebrates accomplishments of others.



40. Tries to ensure employees are ready to move to the next level.



Level of Skill

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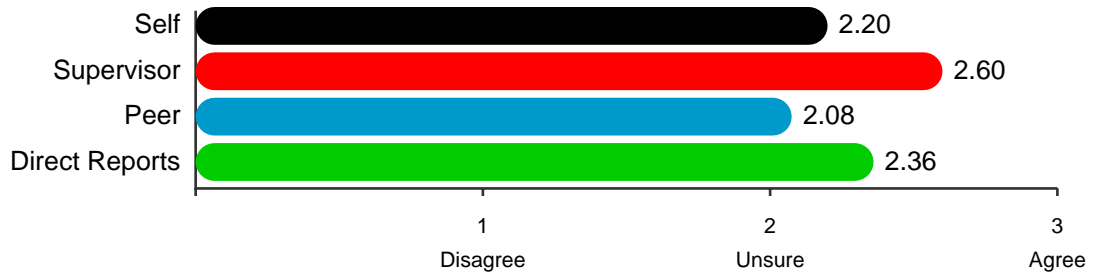
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Creates opportunities for professional development.	15	1.87	20.0	33%	47%	20%
37. Provides constructive feedback to others.	15	1.93	13.3	20%	67%	13%
38. Assesses employees' developmental needs.	15	2.07	33.3	27%	40%	33%
39. Recognizes and celebrates accomplishments of others.	15	2.33	33.3		67%	33%
40. Tries to ensure employees are ready to move to the next level.	15	2.07	33.3	27%	40%	33%

Comments:

- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- She is also very enthusiastic and energetic.

Teamwork

Summary Scores



41. Builds consensus and shares relevant information.



42. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.



43. Encourages teamwork and collaboration.



44. Coaches team members to work toward a common goal.



45. Comes across as a reliable, committed team member



Level of Skill

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

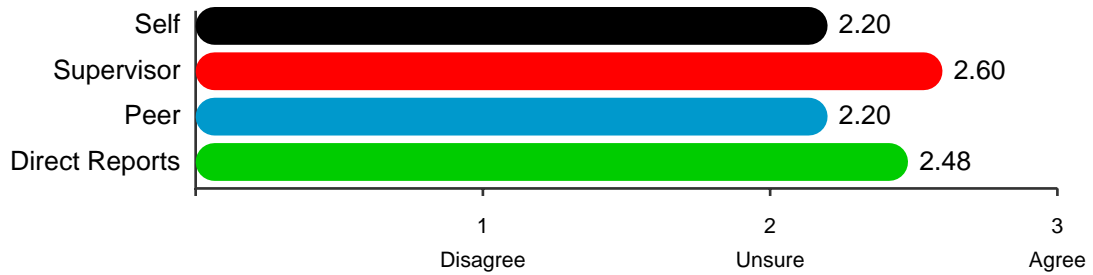
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Builds consensus and shares relevant information.	15	2.00	26.7	27%	47%	27%
42. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	2.13	33.3	20%	47%	33%
43. Encourages teamwork and collaboration.	15	2.20	40.0	20%	40%	40%
44. Coaches team members to work toward a common goal.	15	2.20	26.7	7%	67%	27%
45. Comes across as a reliable, committed team member	15	2.53	60.0	7%	33%	60%

Comments:

- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ____, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- 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.
- ____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ____ is professional, collaborative. . . a great team member.
- ____ has improved with her follow-up assignments from meetings.
- She has deep technical expertise in a number of areas of human resource management.

Company

Summary Scores



46. Follows existing procedures and processes.



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



48. Expresses loyalty and dedication to [Company] in interactions with others.



49. Attends [Company] gatherings and social events.



50. Impresses upon others the important aspects 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Follows existing procedures and processes.	15	2.27	26.7		73%	27%
47. Understands the "basics" as to how [Company] functions/operates.	15	2.13	26.7	13%	60%	27%
48. Expresses loyalty and dedication to [Company] in interactions with others.	15	2.40	40.0		60%	40%
49. Attends [Company] gatherings and social events.	15	2.47	46.7		53%	47%
50. Impresses upon others the important aspects of [Company].	15	2.33	46.7	13%	40%	47%

Comments:

- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- She communicates well to all staff and we know what is expected of us.
- Improve communication delivery. Acknowledge what others are saying.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- ___ is always willing and routinely seeks opportunities to work with other departments.

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?

- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- Don't work with her enough to observe the vast majority of these items.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.

What do you like best about working with this individual?

- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- A great addition to the team.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.

What do you like least about working with this individual?

- ___ is a steady leader who maintains her objectivity during stressful times.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- ___ does not always follow through with things (ordering equipment).
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.

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

- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.

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

- I feel ___ always has the customer's best interest at heart.
- She is very supportive and easily approachable.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- I work with ___ regularly and see her interactions with other leaders frequently.

Any final comments?

- ___ makes great hiring choices. she is clear on what needs to be done.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ has been very helpful to me as a new manager this year.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- ___ excels at customer service and keeping our team focused on the customer.
- I have had personal interactions with ___ and have received constructive assistance that was, in my opinion, instrumental in my decision making.