



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.

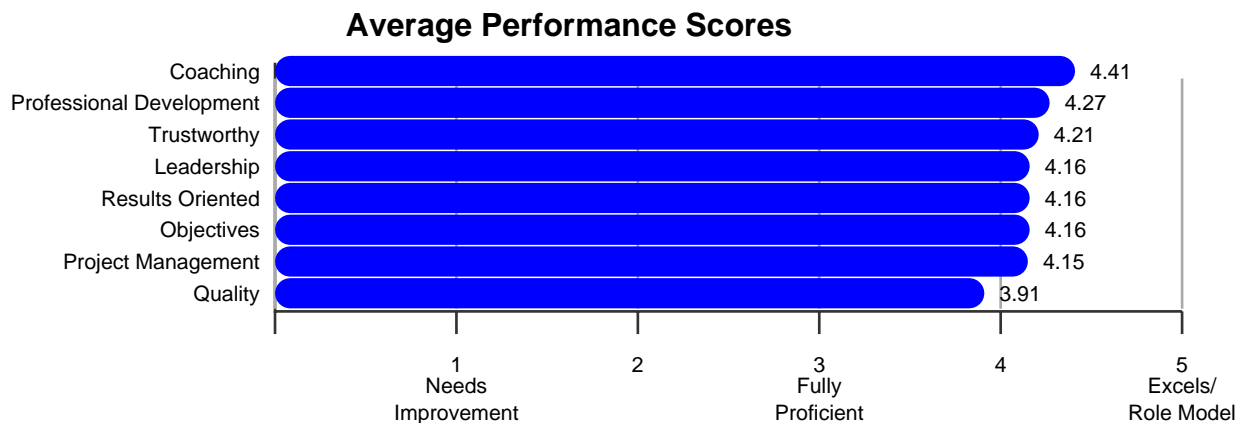
What to Do with Your Feedback

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

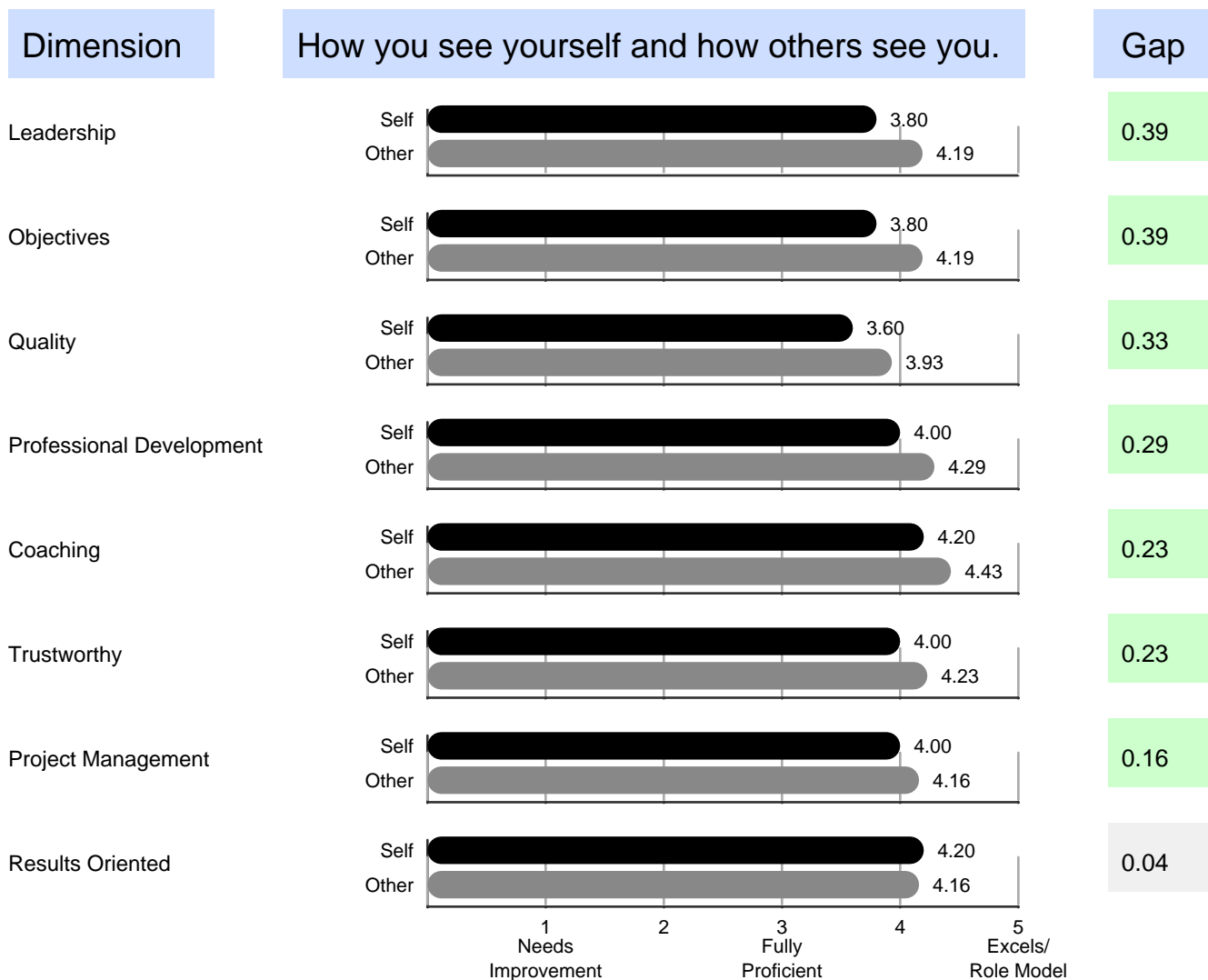
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



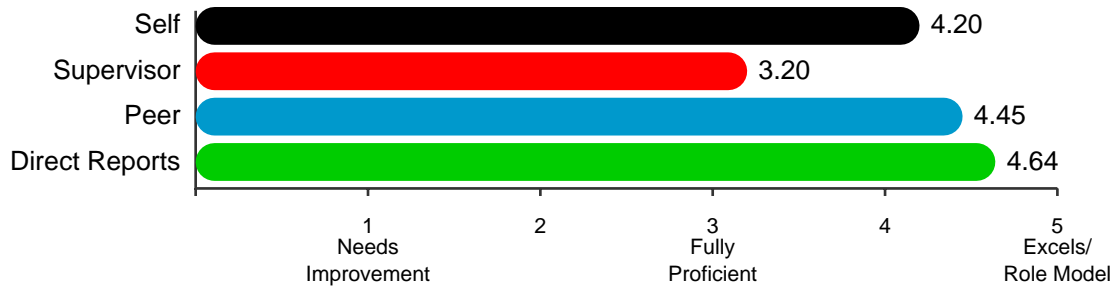
Gap Analysis

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.



Coaching

Summary Scores



1. Conducts regular performance appraisals and feedback.



2. Meets regularly with employees to coach them on areas that will enhance their performance



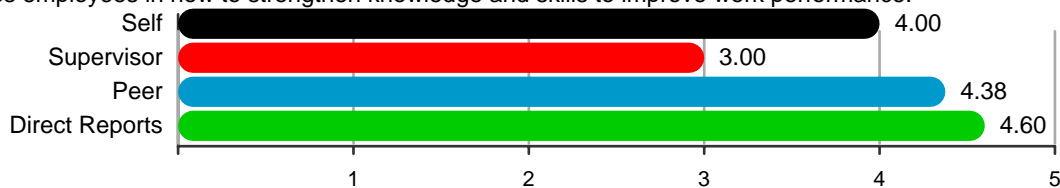
3. Addresses employee behavior problems effectively.



4. Provides clear, motivating, and constructive feedback.



5. Coaches employees in how to strengthen knowledge and skills to improve work 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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Conducts regular performance appraisals and feedback.	15	4.20	93.3	7%	67%	27%
2. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.87	100.0	13%	87%	
3. Addresses employee behavior problems effectively.	15	4.27	93.3	7%	60%	33%
4. Provides clear, motivating, and constructive feedback.	15	4.40	86.7	13%	33%	53%
5. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.33	93.3	7%	53%	40%

Comments:

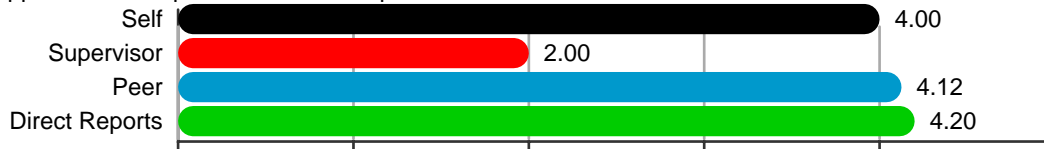
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- He make sure the team effort not only succeed on paper.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- _____ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- He is a great teammate!
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.

Professional Development

Summary Scores



6. Seeks opportunities for professional development.



7. Keep themselves up-to-date of technical/professional issues



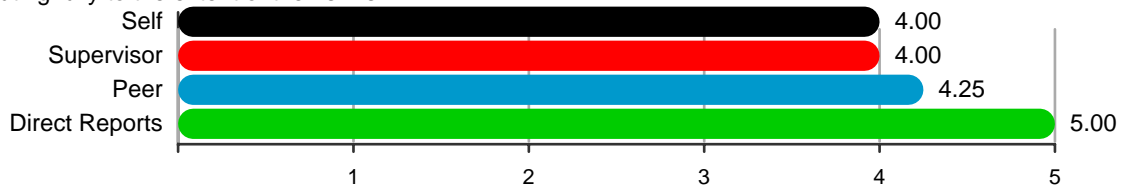
8. Encourages employees to take courses relevant to their job.



9. Allows employees to fully participate in employee training and professional development.



10. Contributing fully to the extent of their skills



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. Seeks opportunities for professional development.	15	4.00	80.0	7%	13%	53%	27%
7. Keep themselves up-to-date of technical/professional issues	15	4.07	80.0		20%	53%	27%
8. Encourages employees to take courses relevant to their job.	15	4.33	93.3	7%		47%	47%
9. Allows employees to fully participate in employee training and professional development.	15	4.47	93.3	7%		40%	53%
10. Contributing fully to the extent of their skills	15	4.47	93.3	7%		40%	53%

Comments:

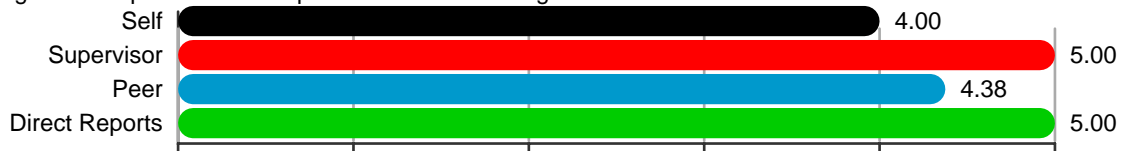
- _____ routinely goes out of his way to make work a more engaging experience.
- He is showing more comfort in providing and receiving critical feedback.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I really appreciate him as a member of the team.
- Provides team members with frequent informal feedback.

Leadership

Summary Scores



11. Sets a high level of performance expectations and challenges others to do the same.



12. Demonstrates leadership and courage in critical situations.



13. Sets clear goals and objectives for subordinates.



14. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.



15. Able to align manpower, design work, an allocate tasks to achieve goals.



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).

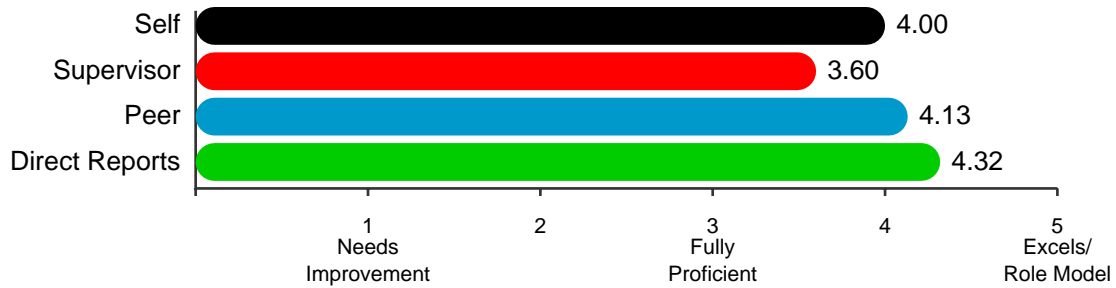
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Sets a high level of performance expectations and challenges others to do the same.	15	4.60	100.0	40%	60%	
12. Demonstrates leadership and courage in critical situations.	15	4.27	100.0	73%	27%	
13. Sets clear goals and objectives for subordinates.	15	4.33	100.0	67%	33%	
14. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	3.93	73.3	27%	53%	20%
15. Able to align manpower, design work, an allocate tasks to achieve goals.	14	3.64	57.1	14%	29%	36% 21%

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.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- He truly is the best Manager I have ever had.
- Ready to tackle any given problem and help others finish 1st
- He's a good and reliable team member.
- _____ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.

Project Management

Summary Scores



16. Maintains costs and expenses within budget limits.



17. Organizes work and sets priorities as needed.



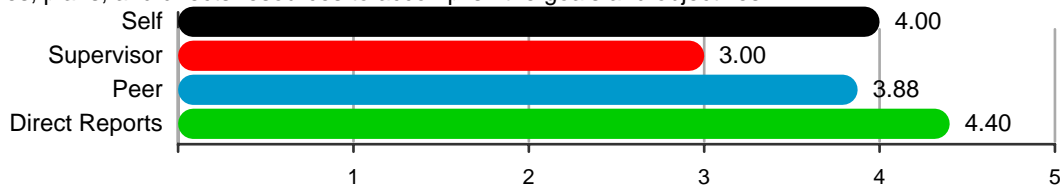
18. Able to adjust project schedule as needed to accommodate unforeseen issues.



19. Defines project outcomes based on customer requirements.



20. Organizes, plans, and directs resources to accomplish the goals and objectives.



Level of Skill

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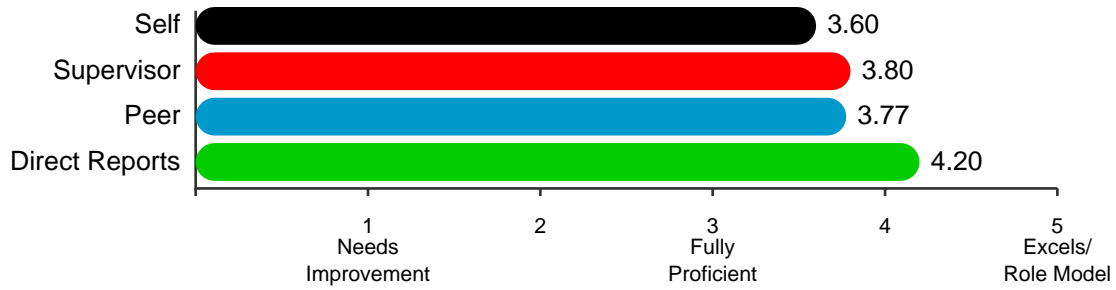
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Maintains costs and expenses within budget limits.	15	4.33	86.7	13%	40%	47%	
17. Organizes work and sets priorities as needed.	15	4.27	93.3	7%	60%	33%	
18. Able to adjust project schedule as needed to accommodate unforeseen issues.	14	4.00	92.9	7%	86%	7%	
19. Defines project outcomes based on customer requirements.	14	4.14	85.7	7%	7%	50%	36%
20. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- _____ is consistent in his messaging about how we best serve the customers.
- I believe I need to give him a chance to get into his position.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.
- Look up collaboration and you'll find _____'s picture beside the word.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.

Quality

Summary Scores



21. Encourages employees to produce the best quality products.



22. Holds employees accountable for their quality of work.



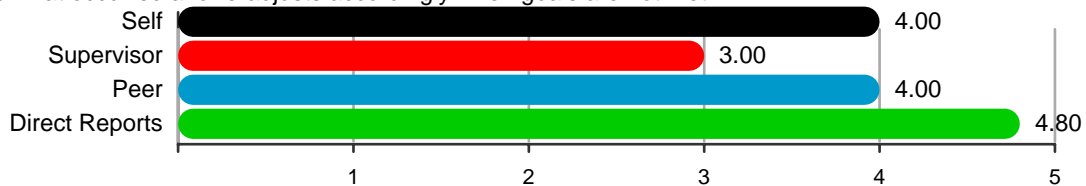
23. Always strives to produce the highest quality work products.



24. Encourages others to achieve high quality standards.



25. Analyze what occurred and re-adjusts accordingly when goals are not met.



Level of Skill

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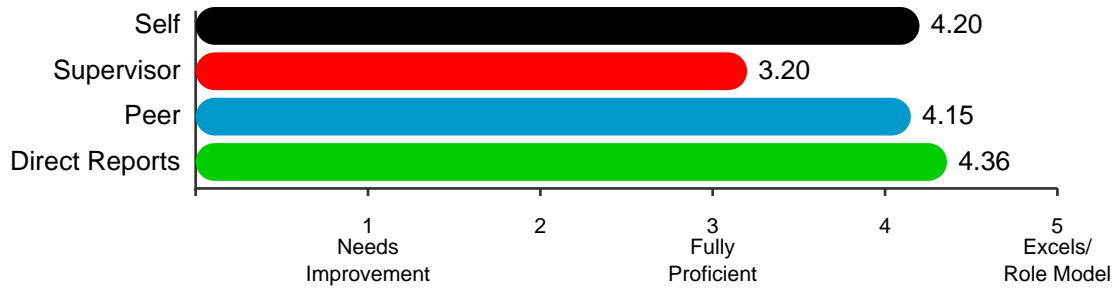
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Encourages employees to produce the best quality products.	15	4.00	66.7	13%	20%	20%	47%	
22. Holds employees accountable for their quality of work.	15	3.47	53.3	13%	33%	47%	7%	
23. Always strives to produce the highest quality work products.	15	3.60	66.7	13%	20%	60%	7%	
24. Encourages others to achieve high quality standards.	15	4.27	86.7	7%	7%	40%	47%	
25. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

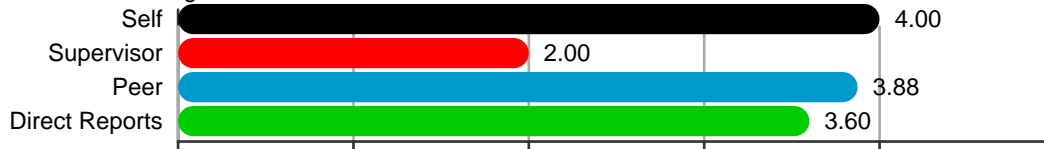
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- _____ is professional, collaborative. . . a great team member.
- _____ collaborates well with other departments and managers.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- _____ leads by example.

Results Oriented

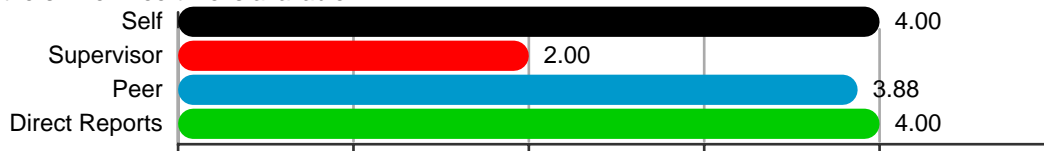
Summary Scores



26. Stays focused on meeting the needs of customers.



27. Helps others when free-time is available.



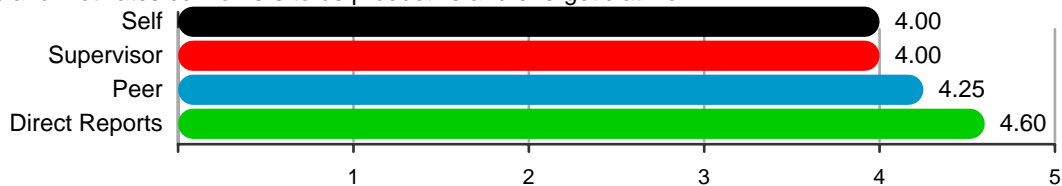
28. Encourages a high-energy, fun work environment and coaches others on how to do the same



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



30. Inspires and motivates co-workers to be productive and energetic at 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 Improvement) to green (Excels/ Role Model).

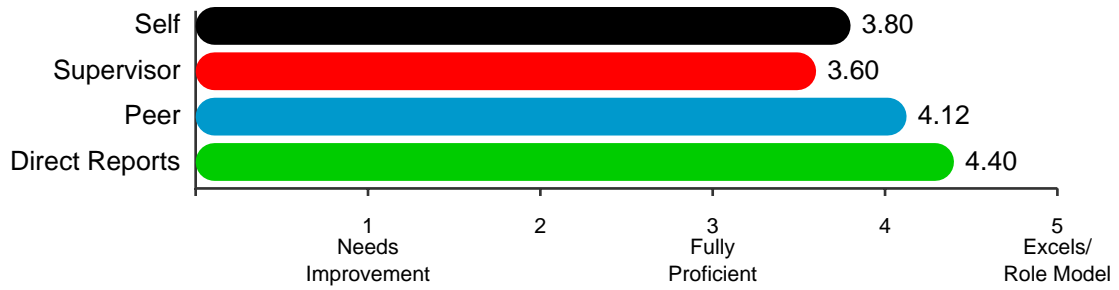
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Stays focused on meeting the needs of customers.	15	3.67	66.7	20%	13%	47%		20%
27. Helps others when free-time is available.	15	3.80	73.3	20%	7%	47%		27%
28. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	4.33	86.7		13%	40%		47%
29. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	4.67	100.0			33%		67%
30. Inspires and motivates co-workers to be productive and energetic at work	15	4.33	100.0			67%		33%

Comments:

- Sometimes the desired outcomes and expectations are not clearly communicated.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- We have made improvements in our documentation and have decreased duplicate reporting.
- _____ 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 ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitietly the person to redirect the work of [CompanyName] and make it a viable entity.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.

Objectives

Summary Scores



31. Ability to establish realistic goals.



32. Establishes goals and objectives.



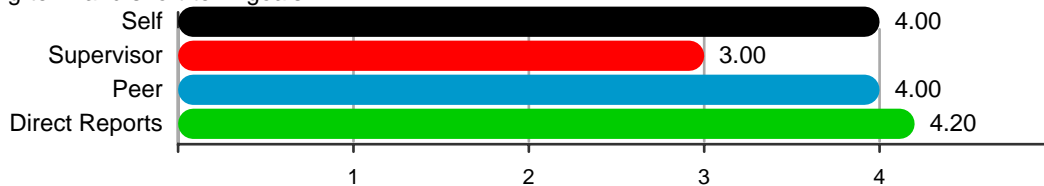
33. Encourages me to take on greater responsibility.



34. Able to organize work.



35. Sets long-term and short-term goals.



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).

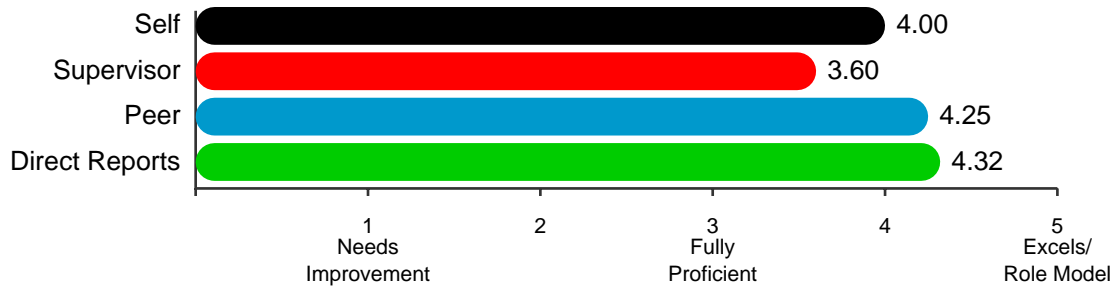
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Ability to establish realistic goals.	15	4.07	80.0	20%	53%	27%
32. Establishes goals and objectives.	15	4.47	100.0		53%	47%
33. Encourages me to take on greater responsibility.	15	4.13	80.0	20%	47%	33%
34. Able to organize work.	15	4.13	86.7	13%	60%	27%
35. Sets long-term and short-term goals.	15	4.00	80.0	20%	60%	20%

Comments:

- _____'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.
- 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.
- Good leadership style.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.

Trustworthy

Summary Scores



36. Communicates an understanding of the other person's interests, needs and concerns.



37. Is trustworthy; is someone I can trust.



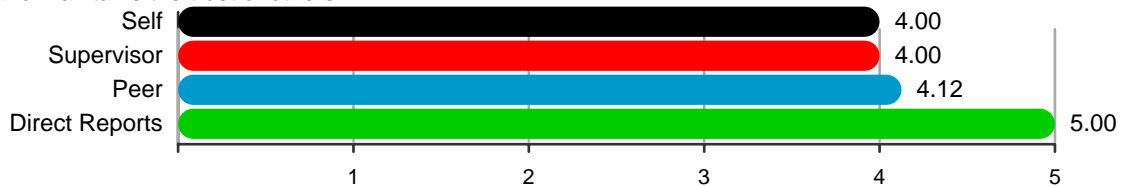
38. Takes ownership, delivers on commitments



39. Works in a way that makes others want to work with her/him.



40. Builds and maintains the trust of 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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Communicates an understanding of the other person's interests, needs and concerns.	15	4.33	100.0			67%		33%
37. Is trustworthy; is someone I can trust.	15	3.93	80.0	13%	7%	53%		27%
38. Takes ownership, delivers on commitments	15	4.27	86.7		13%	47%		40%
39. Works in a way that makes others want to work with her/him.	15	4.13	86.7		13%	60%		27%
40. Builds and maintains the trust of others.	15	4.40	93.3		7%	47%		47%

Comments:

- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- He has great sense of vision and purpose for the division and organization as a whole.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.

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?

- _____ is willing to tackle performance situations and solicits feedback on how his team is doing.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- Always available to give us what we need to succeed.
- He does follow up and follow through.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.

What do you like best about working with this individual?

- Provide more clarity. Increase your technical knowledge.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- He has deep technical expertise in a number of areas of human resource management.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.

What do you like least about working with this individual?

- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.

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

- _____ is a great team player for our organization as a whole and for the Department itself.
- _____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Under his leadership, the department teams have become very cohesive.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- He is a very diligent hard worker.

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

- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- He recognized where I needed help and supported me in making the case to get it.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.

Any final comments?

- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.