



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.

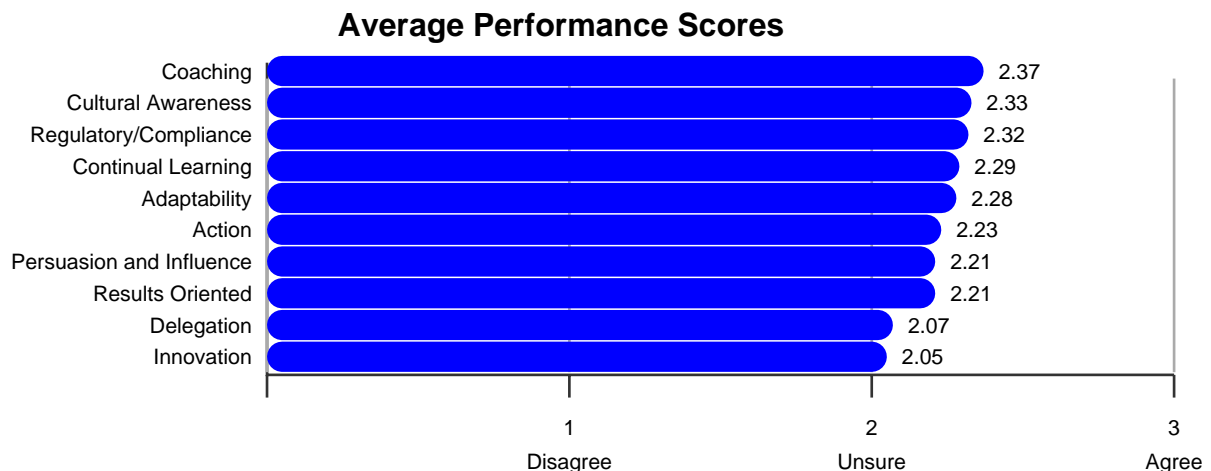
What to Do with Your Feedback

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.



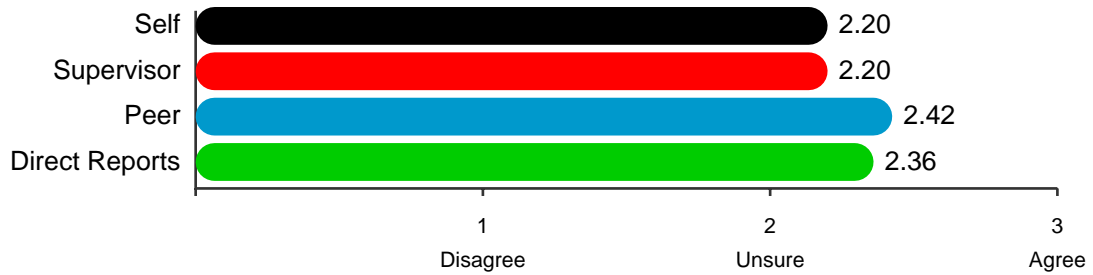
Gap Analysis

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.



Coaching

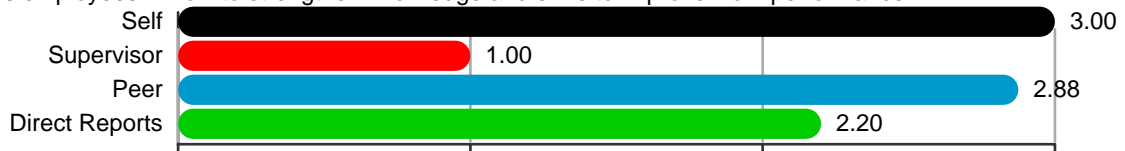
Summary Scores



1. Helps employees to understand responsibilities, authority, and expectations.



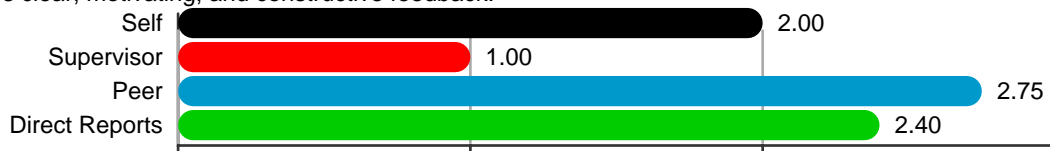
2. Coaches employees in how to strengthen knowledge and skills to improve work performance.



3. Conducts regular performance appraisals and feedback.



4. Provides clear, motivating, and constructive feedback.



5. Helps employees to maintain high personal standards.



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).

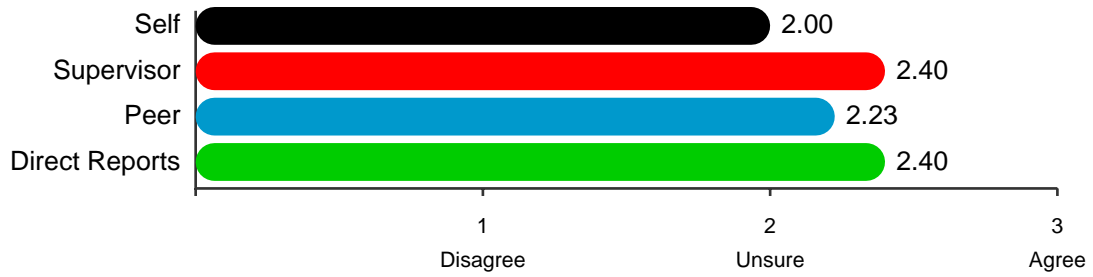
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Helps employees to understand responsibilities, authority, and expectations.	15	2.27	33.3	7%	60%	33%
2. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.53	73.3	20%	7%	73%
3. Conducts regular performance appraisals and feedback.	15	2.33	40.0	7%	53%	40%
4. Provides clear, motivating, and constructive feedback.	15	2.47	53.3	7%	40%	53%
5. Helps employees to maintain high personal standards.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ 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. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- He values our feedback and takes our recommendations seriously.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- _____ 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.

Adaptability

Summary Scores



6. Continually trying to improve skills to remain current.



7. Handles changes easily.



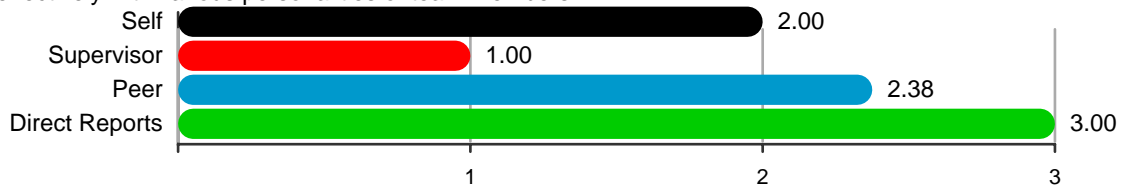
8. Adjusts to new plans and procedures.



9. Effective in working with different personnel of the team.



10. Works effectively with various personalities of team members.



Level of Skill

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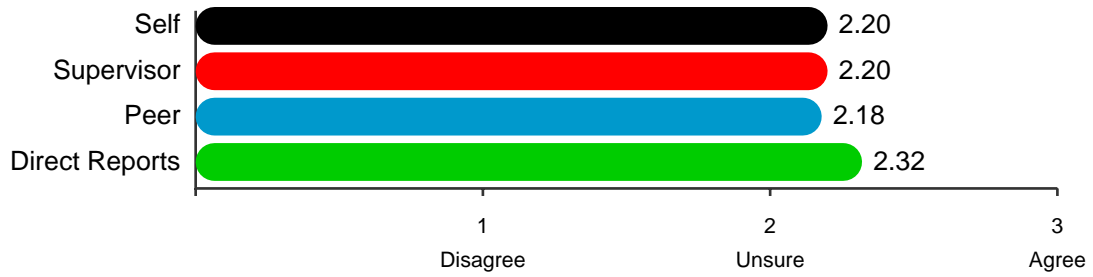
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Continually trying to improve skills to remain current.	15	2.13	33.3	20%	47%	33%
7. Handles changes easily.	15	2.07	26.7	20%	53%	27%
8. Adjusts to new plans and procedures.	15	2.33	40.0	7%	53%	40%
9. Effective in working with different personnel of the team.	15	2.40	53.3	13%	33%	53%
10. Works effectively with various personalities of team members.	15	2.47	60.0	13%	27%	60%

Comments:

- He is a fantastic resource.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- His years of experience and wisdom are generously shared and appreciated.

Action

Summary Scores



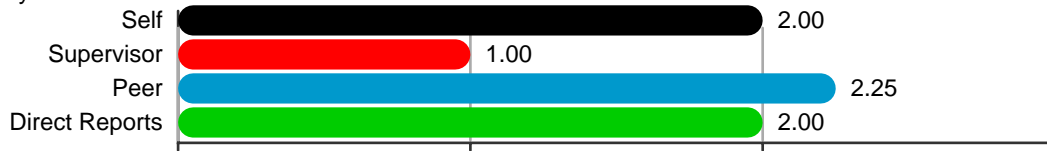
11. Motivates & supports others to gain skills



12. Makes effective decisions, even when under pressure.



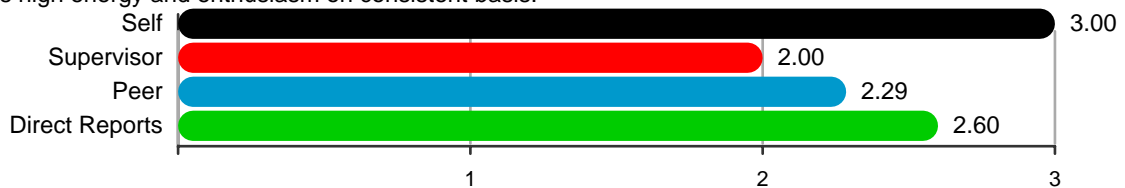
13. Effectively makes decisions



14. Works quickly when faced with difficult problems.



15. Displays high energy and enthusiasm on consistent basis.



Level of Skill

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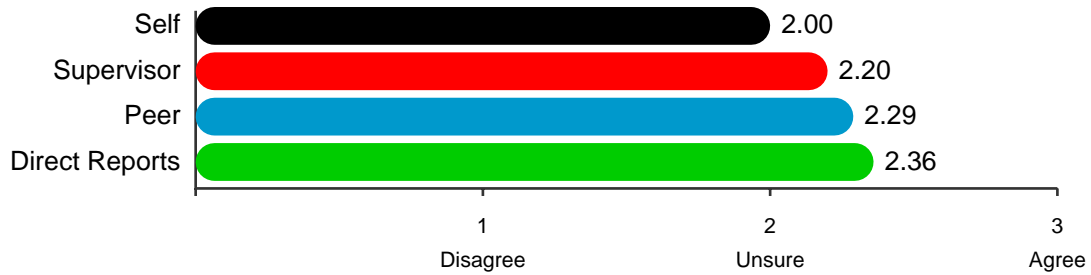
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Motivates & supports others to gain skills	15	2.33	40.0	7%	53%	40%
12. Makes effective decisions, even when under pressure.	15	2.07	20.0	13%	67%	20%
13. Effectively makes decisions	15	2.07	26.7	20%	53%	27%
14. Works quickly when faced with difficult problems.	15	2.27	40.0	13%	47%	40%
15. Displays high energy and enthusiasm on consistent basis.	14	2.43	50.0	7%	43%	50%

Comments:

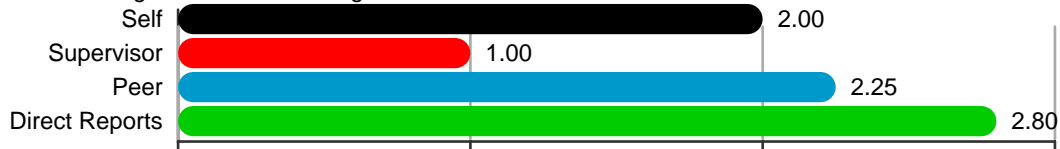
- _____ has been very supportive of me and the Institute.
- He could improve with a take charge attitude.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- I cannot say if he challenges others.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.

Continual Learning

Summary Scores



16. Builds on their strengths while addressing their weaknesses.



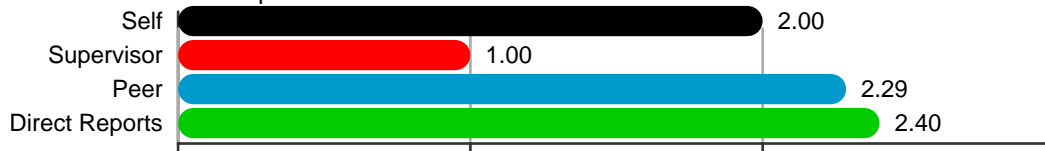
17. Views setbacks as opportunities to learn from.



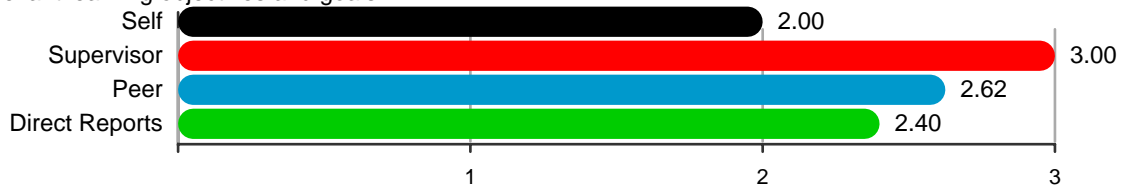
18. Participates in regular training offered.



19. Is open to new ideas and concepts.



20. Sets relevant learning objectives and goals.



Level of Skill

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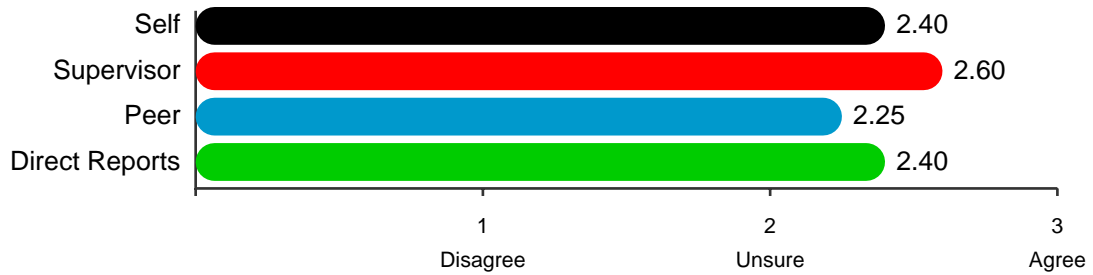
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Builds on their strengths while addressing their weaknesses.	15	2.33	46.7	13%	40%	47%
17. Views setbacks as opportunities to learn from.	15	2.33	40.0	7%	53%	40%
18. Participates in regular training offered.	14	2.00	14.3	14%	71%	14%
19. Is open to new ideas and concepts.	14	2.21	42.9	21%	36%	43%
20. Sets relevant learning objectives and goals.	15	2.53	60.0	7%	33%	60%

Comments:

- He is showing more comfort in providing and receiving critical feedback.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- He has positive energy, leads by example, and cares about teammates.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He is effective and his knowledge of processes is invaluable.
- He communicates clearly, and is always willing to listen attentively.

Cultural Awareness

Summary Scores



21. Is aware of differences in how individuals from other cultures greet one another.



22. Effective in working with individuals with a variety of cultural backgrounds.



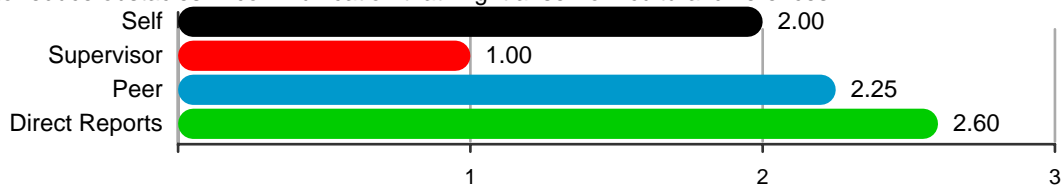
23. Develops skills and attitudes to bridge cultural differences.



24. Avoids referring to stereotypes about others from different cultures.



25. Seeks to reduce obstacles in communication that might arise from cultural differences.



Level of Skill

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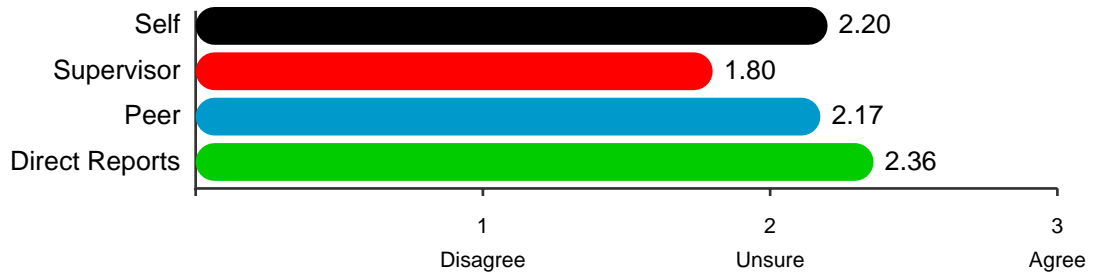
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Is aware of differences in how individuals from other cultures greet one another.	15	2.60	66.7	7%	27%	67%
22. Effective in working with individuals with a variety of cultural backgrounds.	15	2.33	40.0	7%	53%	40%
23. Develops skills and attitudes to bridge cultural differences.	15	2.07	20.0	13%	67%	20%
24. Avoids referring to stereotypes about others from different cultures.	15	2.40	53.3	13%	33%	53%
25. Seeks to reduce obstacles in communication that might arise from cultural differences.	15	2.27	53.3	27%	20%	53%

Comments:

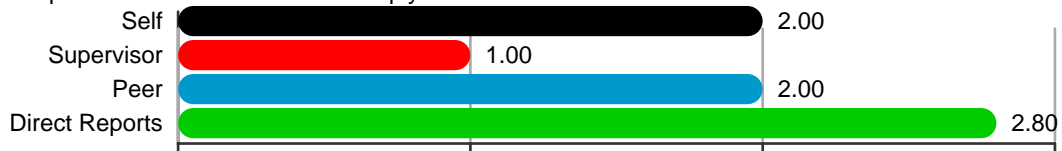
- He makes me feel like an important and valued team member.
- _____ is respected by the team and they openly seek out his advise or opinion.
- He interacts effectively with our most difficult customers.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- _____ 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.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.

Persuasion and Influence

Summary Scores



26. Attempts to persuade others rather than simply control them.



27. Communicates effectively with others.



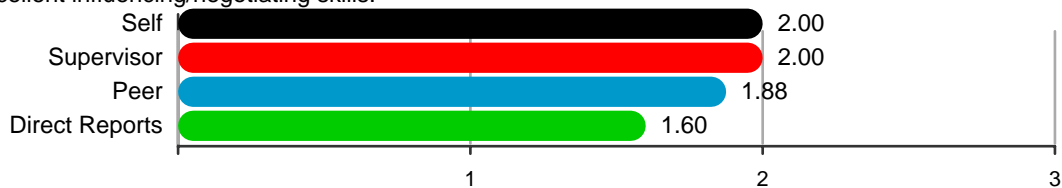
28. Persuades others to consider alternative points of view.



29. Develops a good rapport with others.



30. Has excellent influencing/negotiating skills.



Level of Skill

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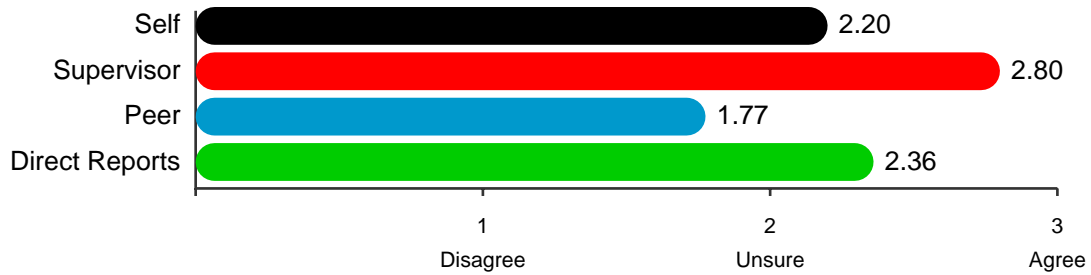
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Attempts to persuade others rather than simply control them.	15	2.20	33.3	13%	53%	33%
27. Communicates effectively with others.	15	2.00	26.7	27%	47%	27%
28. Persuades others to consider alternative points of view.	15	2.47	53.3	7%	40%	53%
29. Develops a good rapport with others.	15	2.60	60.0		40%	60%
30. Has excellent influencing/negotiating skills.	15	1.80	13.3	33%	53%	13%

Comments:

- Cannot think of anything
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- _____ exceeds in above in all he does.
- He encourages individual and professional improvement and provides educational opportunities.

Delegation

Summary Scores



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



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



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



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



35. Clearly defines duties and tasks to be completed.



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).

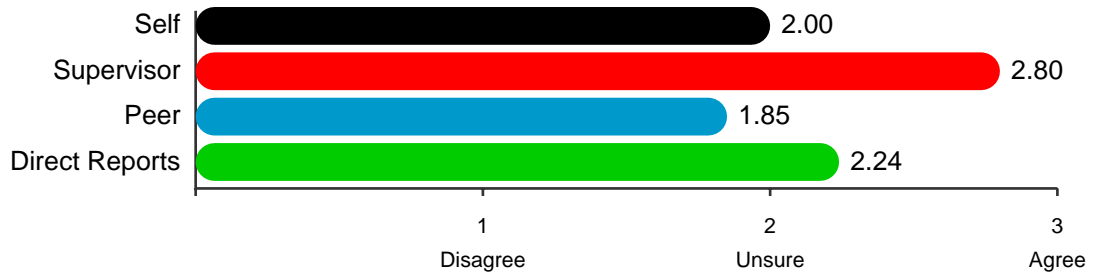
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	2.13	33.3	20%	47%	33%
32. Allows employees to decide how they wish to complete the tasks.	15	2.13	33.3	20%	47%	33%
33. Allows subordinates to use their own methods and procedures.	15	2.07	33.3	27%	40%	33%
34. Assigns tasks to create learning opportunities for the employees.	15	2.13	26.7	13%	60%	27%
35. Clearly defines duties and tasks to be completed.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- _____ listens to his staff and delegates responsibilities as appropriate.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- He has great sense of vision and purpose for the division and organization as a whole.

Innovation

Summary Scores



36. Fosters a creative and innovative work environment.



37. Develops new products and services.



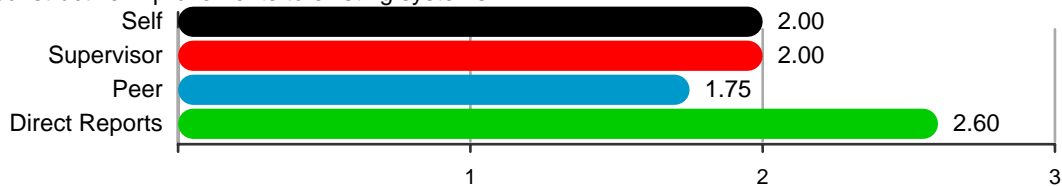
38. Creates a safe environment for idea-sharing.



39. Creates improved methods or solutions for meeting goals and objectives.



40. Offers constructive improvements to existing systems.



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).

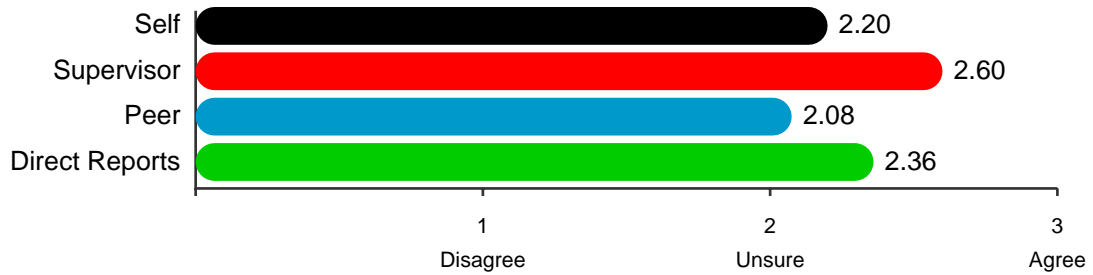
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Fosters a creative and innovative work environment.	15	1.87	20.0	33%	47%	20%
37. Develops new products and services.	15	1.93	13.3	20%	67%	13%
38. Creates a safe environment for idea-sharing.	15	2.07	33.3	27%	40%	33%
39. Creates improved methods or solutions for meeting goals and objectives.	15	2.33	33.3		67%	33%
40. Offers constructive improvements to existing systems.	15	2.07	33.3	27%	40%	33%

Comments:

- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- Building relationships of trust to enhance safety is an important part of our approach.
- Closes off discussions with action plans.
- Is viewed by many as a strong organizational resource.
- I think _____ works really hard to engage with everyone of us.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.

Results Oriented

Summary Scores



41. Helps others when free-time is available.



42. Directs team in prioritizing daily work activities



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



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



45. 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 (Disagree) to green (Agree).

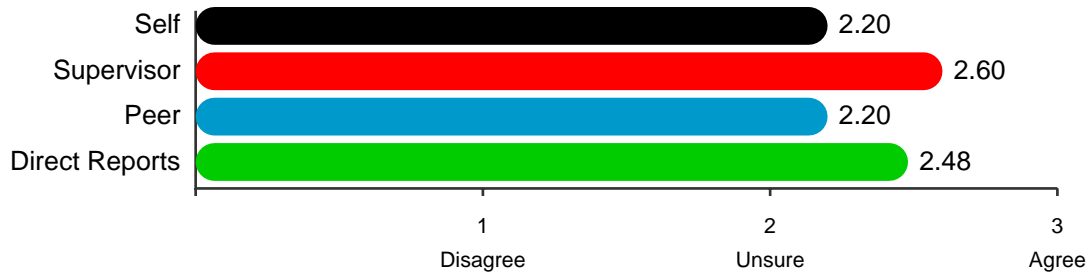
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Helps others when free-time is available.	15	2.00	26.7	27%	47%	27%
42. Directs team in prioritizing daily work activities	15	2.13	33.3	20%	47%	33%
43. Does not become distracted by non-issues or interruptions.	15	2.20	40.0	20%	40%	40%
44. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	2.20	26.7	7%	67%	27%
45. Inspires and motivates co-workers to be productive and energetic at work	15	2.53	60.0	7%	33%	60%

Comments:

- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- _____ can be counted on for his reliability.
- Unfortunately there has been inconsistency in actions and results.
- _____ is a very solid manager who meets or exceeds expectations of his role.

Regulatory/Compliance

Summary Scores



46. Complies with regulatory requirements for the state.



47. Keeps up-to-date with legislation affecting employees.



48. Is aware of the documents and reports needed to maintain compliance with regulations.



49. Keeps informed of various regulations and procedures.



50. Creates and maintains necessary regulatory documentation.



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. Complies with regulatory requirements for the state.	15	2.27	26.7		73%	27%
47. Keeps up-to-date with legislation affecting employees.	15	2.13	26.7	13%	60%	27%
48. Is aware of the documents and reports needed to maintain compliance with regulations.	15	2.40	40.0		60%	40%
49. Keeps informed of various regulations and procedures.	15	2.47	46.7		53%	47%
50. Creates and maintains necessary regulatory documentation.	15	2.33	46.7	13%	40%	47%

Comments:

- It has been a wonderful having _____ as our manager so far, the future looks brighter!
- He strives for self improvement and is heavily invested in the same for others.
- I value _____'s advice and support as we realigned my department a few times this year.
- He is truly dedicated to doing a good job, by helping us do a good job.
- I really appreciate him as a member of the team.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.

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?

- _____ juggles a lot of responsibilities and appears to have it all under control.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- _____ has used his strengths to make this department stronger in many ways.
- I enjoy working with _____ very much.
- He is very effective and he has learned so much about our product.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.

What do you like best about working with this individual?

- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- Confidence, Attitude, Desire to learn.
- _____ is professional, collaborative. . .a great team member.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- He works diligently with our supplier to ensure the inventory is cost effective.

What do you like least about working with this individual?

- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- _____ does an excellent job in his role.

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

- _____ 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.
- _____ has been so helpful to me as a new manager.
- He leads by example, not reputation.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.

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

- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- Great year of growth!
- _____ has excellent communication skills.
- _____ is very good at recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contributions to the department.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.

Any final comments?

- _____ is a wonderful person to work for.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- Empowers others, give the team the autonomy and authority to decide how the work gets done.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues