



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

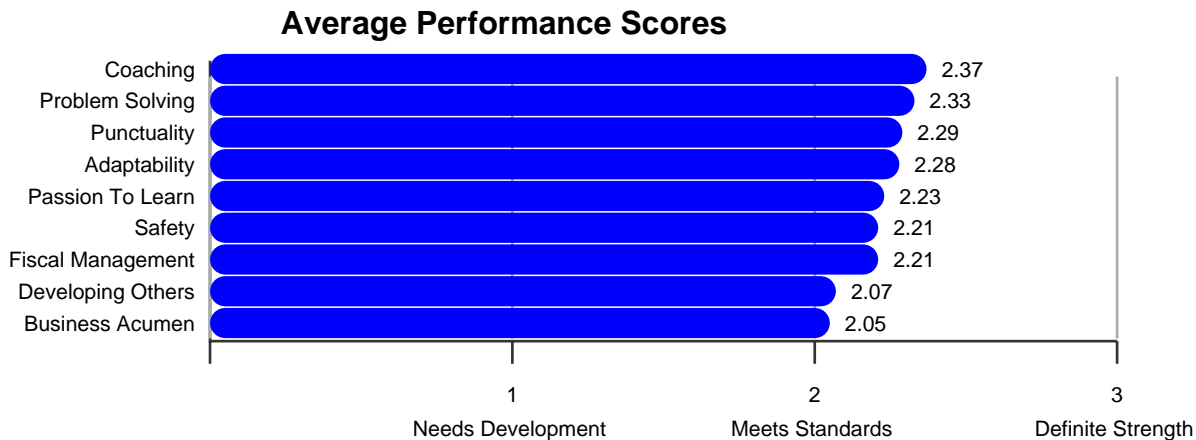
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

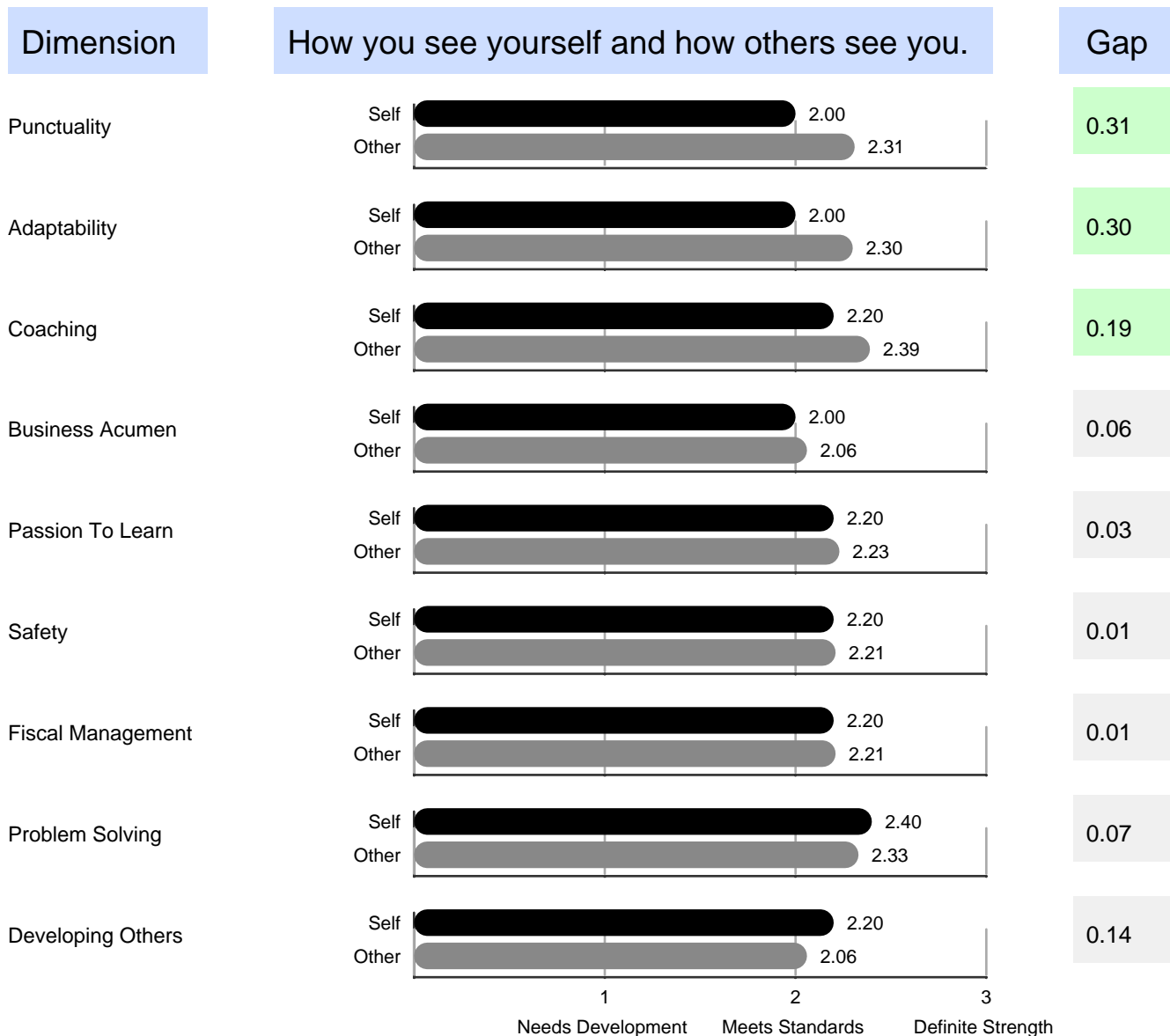
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Coaching

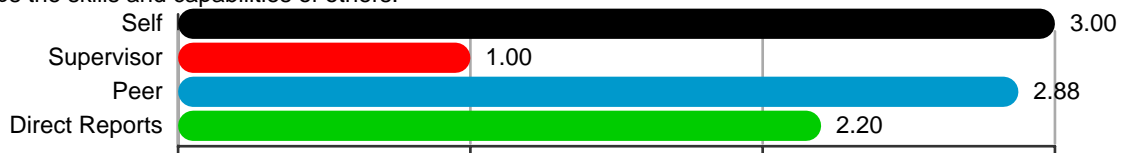
Summary Scores



1. Helps employees to maintain high personal standards.



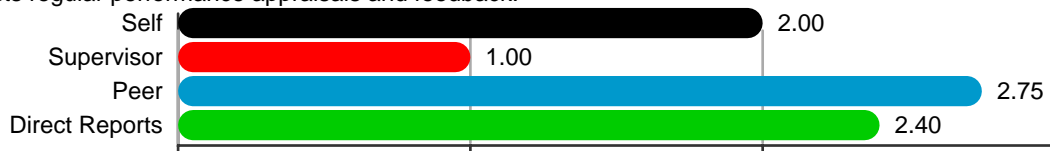
2. Develops the skills and capabilities of others.



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



4. Conducts regular performance appraisals and feedback.



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



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Helps employees to maintain high personal standards.	15	2.27	33.3	7%	60%	33%
2. Develops the skills and capabilities of others.	15	2.53	73.3	20%	7%	73%
3. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.33	40.0	7%	53%	40%
4. Conducts regular performance appraisals and feedback.	15	2.47	53.3	7%	40%	53%
5. Helps employees to understand responsibilities, authority, and expectations.	15	2.27	40.0	13%	47%	40%

Comments:

- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- He communicates clearly, and is always willing to listen attentively.
- _____ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- Demonstrates a focus on the business goals through task prioritization.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.

Adaptability

Summary Scores



6. Able to adjust to changes as needed.



7. Able to adjust to changing environments.



8. Can take on new assignments.



9. Adjusts plans as needed based on changing conditions.



10. Is aware of changes to team personnel.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Able to adjust to changes as needed.	15	2.13	33.3	20%	47%	33%
7. Able to adjust to changing environments.	15	2.07	26.7	20%	53%	27%
8. Can take on new assignments.	15	2.33	40.0	7%	53%	40%
9. Adjusts plans as needed based on changing conditions.	15	2.40	53.3	13%	33%	53%
10. Is aware of changes to team personnel.	15	2.47	60.0	13%	27%	60%

Comments:

- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- He has worked hard to understand people's strengths and what they need from him.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- Please know that stress can occasionally slow down progress.
- _____ has a calm and professional style.

Passion To Learn

Summary Scores



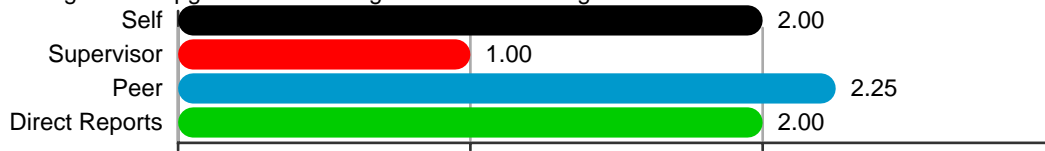
11. Is open to feedback from others.



12. Takes advantage of training opportunities when they arise.



13. Exhibits willingness to upgrade skills through additional training and education.



14. Creates an environment that supports personal development and exploration.



15. Demonstrates a willingness to participate in continuing education courses.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Is open to feedback from others.	15	2.33	40.0	7%	53%	40%
12. Takes advantage of training opportunities when they arise.	15	2.07	20.0	13%	67%	20%
13. Exhibits willingness to upgrade skills through additional training and education.	15	2.07	26.7	20%	53%	27%
14. Creates an environment that supports personal development and exploration.	15	2.27	40.0	13%	47%	40%
15. Demonstrates a willingness to participate in continuing education courses.	14	2.43	50.0	7%	43%	50%

Comments:

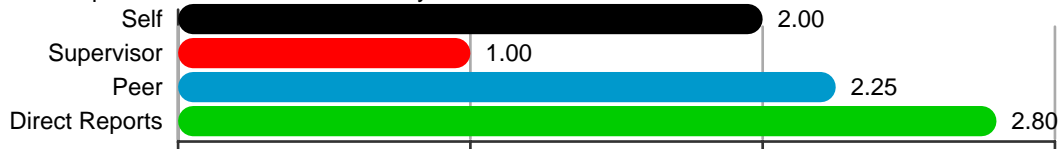
- In my opinion, _____ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop _____.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- He cares deeply for what he does and it shows.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- Experience, mentoring and self-confidence.

Punctuality

Summary Scores



16. Responds to requests for information in a timely manner.



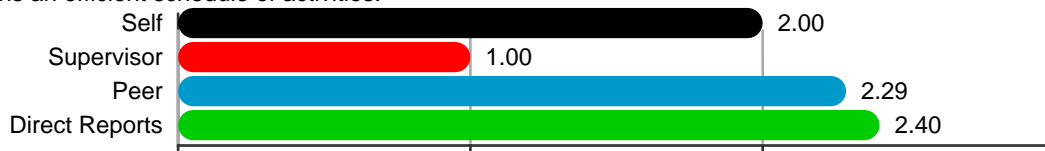
17. Avoids making personal phone calls during working hours.



18. Arrives to meetings on time.



19. Maintains an efficient schedule of activities.



20. Invoices clients on a timely basis.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Responds to requests for information in a timely manner.	15	2.33	46.7	13%	40%	47%
17. Avoids making personal phone calls during working hours.	15	2.33	40.0	7%	53%	40%
18. Arrives to meetings on time.	14	2.00	14.3	14%	71%	14%
19. Maintains an efficient schedule of activities.	14	2.21	42.9	21%	36%	43%
20. Invoices clients on a timely basis.	15	2.53	60.0	7%	33%	60%

Comments:

- I think he is an asset to the department.
- Takes complete ownership of role and looks for ways to assist teammates.
- _____ leads by example. Great Employee engagement.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ 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.
- Great to have you on the team!

Problem Solving

Summary Scores



21. Ability to develop innovative solutions to problems.



22. Implements effective solutions to critical problems.



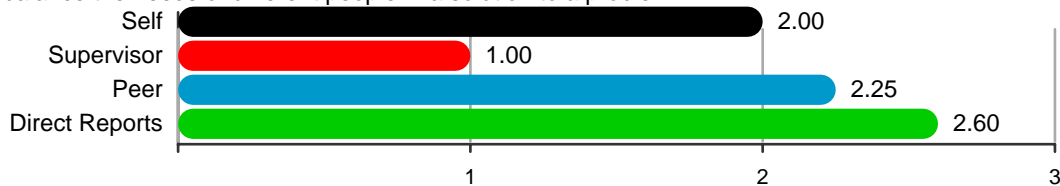
23. Understands the root causes of problems.



24. Ability to solve problems at root cause rather than at symptom level.



25. Able to balance the needs of different people in a solution to a problem.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Ability to develop innovative solutions to problems.	15	2.60	66.7	7%	27%	67%
22. Implements effective solutions to critical problems.	15	2.33	40.0	7%	53%	40%
23. Understands the root causes of problems.	15	2.07	20.0	13%	67%	20%
24. Ability to solve problems at root cause rather than at symptom level.	15	2.40	53.3	13%	33%	53%
25. Able to balance the needs of different people in a solution to a problem.	15	2.27	53.3	27%	20%	53%

Comments:

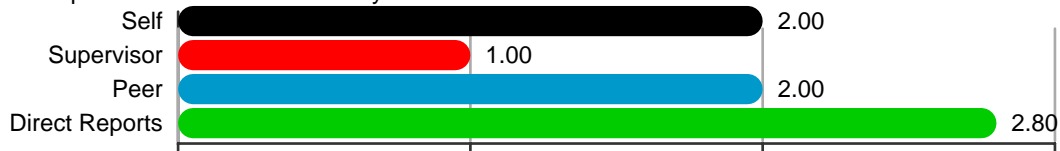
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- _____ does an exceptional job at running the department.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- He is a real advocate for the customers. Excellent department and computer skills
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.

Safety

Summary Scores



26. Commits adequate resources toward safety measures.



27. Points out behaviors in others that may be unsafe.



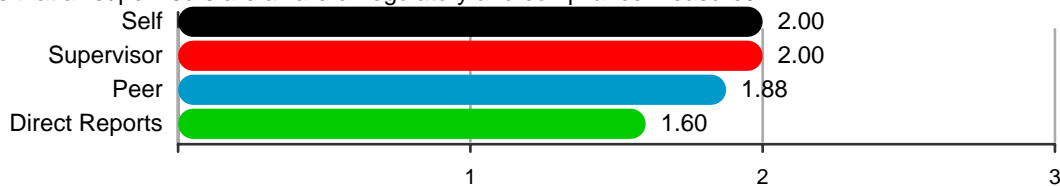
28. Identifies predictable hazards in the workplace.



29. Ensures compliance with safety regulations.



30. Ensures that all supervisors are aware of regulatory and compliance measures.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Commits adequate resources toward safety measures.	15	2.20	33.3	13%	53%	33%
27. Points out behaviors in others that may be unsafe.	15	2.00	26.7	27%	47%	27%
28. Identifies predictable hazards in the workplace.	15	2.47	53.3	7%	40%	53%
29. Ensures compliance with safety regulations.	15	2.60	60.0		40%	60%
30. Ensures that all supervisors are aware of regulatory and compliance measures.	15	1.80	13.3	33%	53%	13%

Comments:

- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- He presents a clear picture of where the department is now and where we need to be headed.
- He is respectful of the people he works with regardless of the level in the organization.

Developing Others

Summary Scores



31. Creates opportunities for professional development.



32. Provides constructive feedback to others.



33. Assigns tasks and responsibilities to develop skills of others.



34. Assesses employees' developmental needs.



35. Encourages employees through recognition of positive changes in behavior.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Creates opportunities for professional development.	15	2.13	33.3	20%	47%	33%
32. Provides constructive feedback to others.	15	2.13	33.3	20%	47%	33%
33. Assigns tasks and responsibilities to develop skills of others.	15	2.07	33.3	27%	40%	33%
34. Assesses employees' developmental needs.	15	2.13	26.7	13%	60%	27%
35. Encourages employees through recognition of positive changes in behavior.	15	1.87	20.0	33%	47%	20%

Comments:

- Completes variance analysis and identifies corrective actions.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.

Business Acumen

Summary Scores



36. Has an understanding of various asset classes and how to interpret balance sheets.



37. Can effectively interpret and analyze market data.



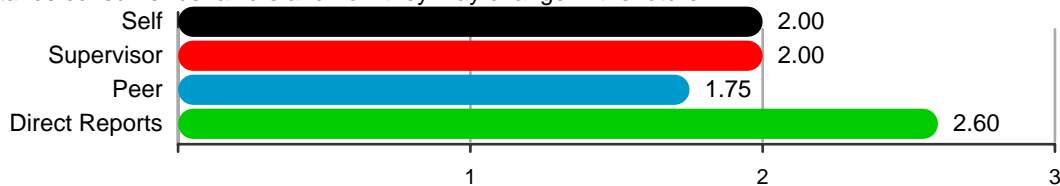
38. Able to align resources to meet the business needs of the company.



39. Knows how to use financial information to make an impact on the organization.



40. Understands consumer behaviors and how they may change in the future.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Has an understanding of various asset classes and how to interpret balance sheets.	15	1.87	20.0	33%	47%	20%
37. Can effectively interpret and analyze market data.	15	1.93	13.3	20%	67%	13%
38. Able to align resources to meet the business needs of the company.	15	2.07	33.3	27%	40%	33%
39. Knows how to use financial information to make an impact on the organization.	15	2.33	33.3		67%	33%
40. Understands consumer behaviors and how they may change in the future.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- _____ 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.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- _____ is a very effective leader and excellent communicator.

Fiscal Management

Summary Scores



41. Monitors spending.



42. Effective in using Company's resources.



43. Provides budgeting and accounting support to the Company.



44. Monitors expenses and verifies the need for items purchased.



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



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Monitors spending.	15	2.00	26.7	27%	47%	27%
42. Effective in using Company's resources.	15	2.13	33.3	20%	47%	33%
43. Provides budgeting and accounting support to the Company.	15	2.20	40.0	20%	40%	40%
44. Monitors expenses and verifies the need for items purchased.	15	2.20	26.7	7%	67%	27%
45. Ensures others follow the correct rules and regulations on fiscal matters.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- 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.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.

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 doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- _____ is highly professional in his everyday work.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- _____ has made good judgements in hiring top notch employees.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.

What do you like best about working with this individual?

- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- _____ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. _____ continues to work to improve his departments and improve the engagement of his employees.
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.

What do you like least about working with this individual?

- 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.
- _____ makes great hiring choices. he is clear on what needs to be done.
- He communicates clearly, and is always willing to listen attentively.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- _____ does a great job in supporting and engaging all of his employees.

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

- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- He clearly assigns our responsibilities by our individual strengths.
- _____ 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
- _____ excels at keeping in touch with all aspects of their job, and our jobs.
- 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.

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

- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- He has a vast storehouse of knowledge about the facility and our policies.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- I can't think of a single thing _____ could improve upon.

Any final comments?

- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- _____ is organized and thorough.
- He correctly sets limits, and expectations of his managers.
- I appreciate his openness and availability to all the staff.
- _____ 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.
- _____ leads by example.