



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.

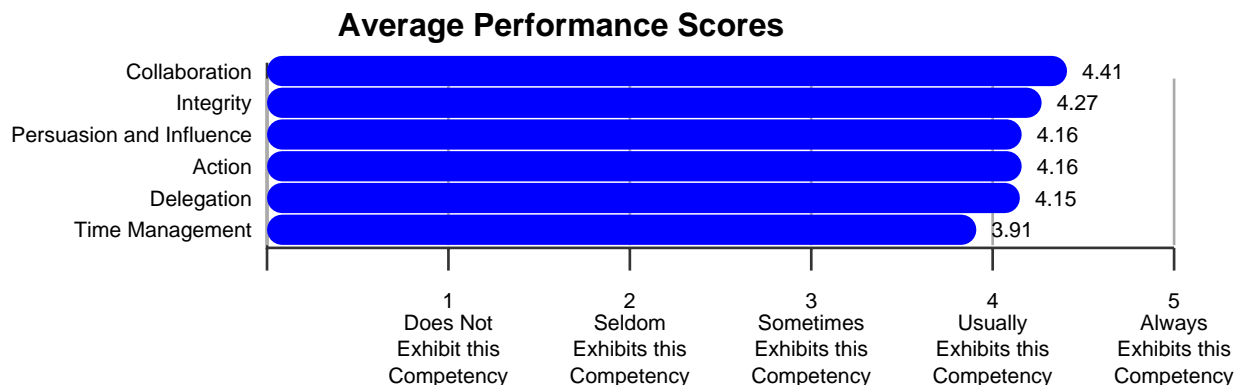
What to Do with Your Feedback

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

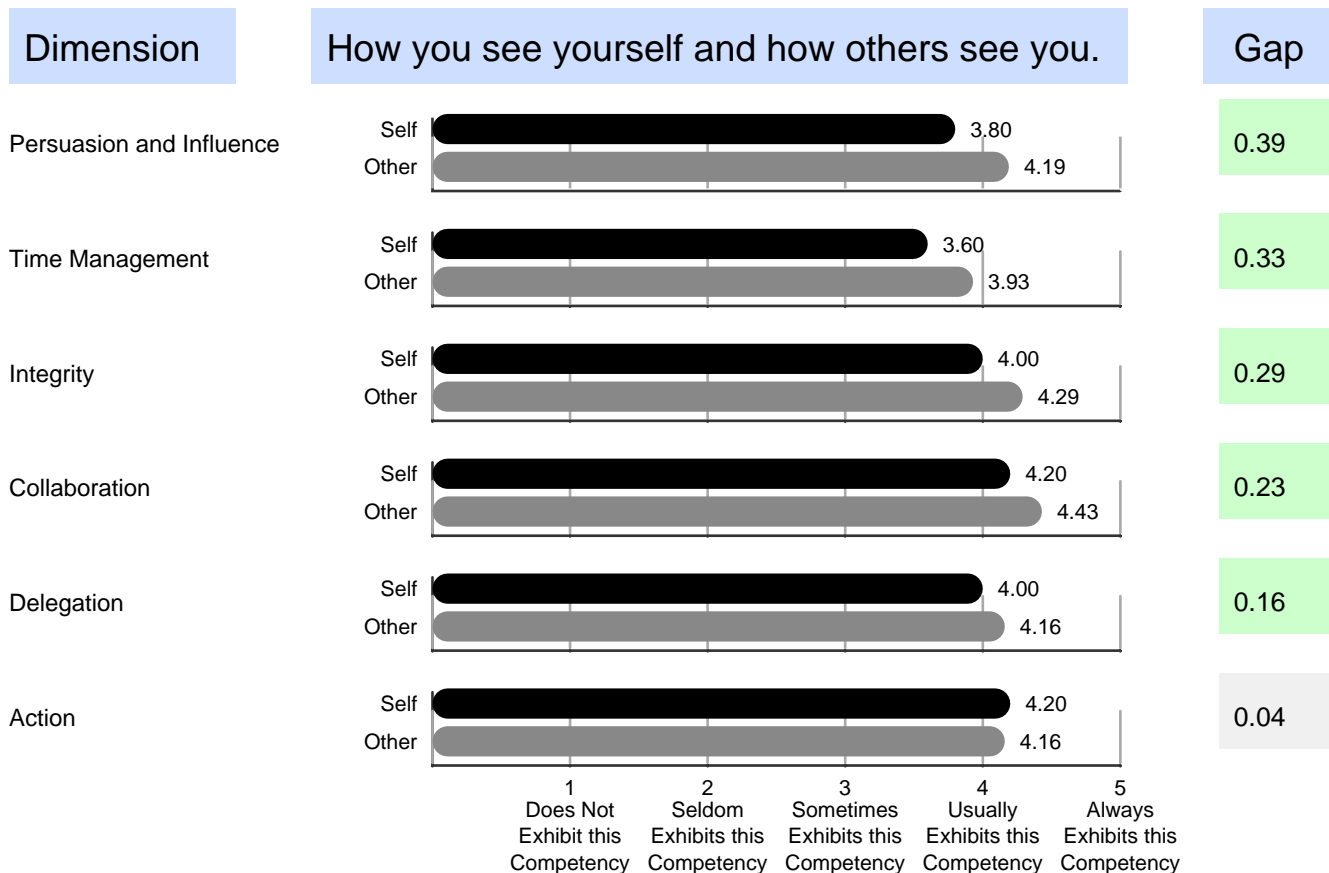
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



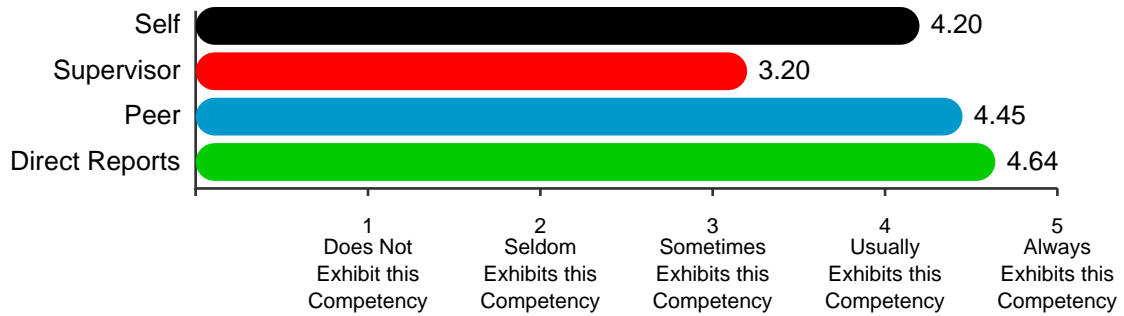
Gap Analysis

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.



Collaboration

Summary Scores



1. Creates a culture that fosters and values collaboration.



2. Displays a high degree of trust and credibility.



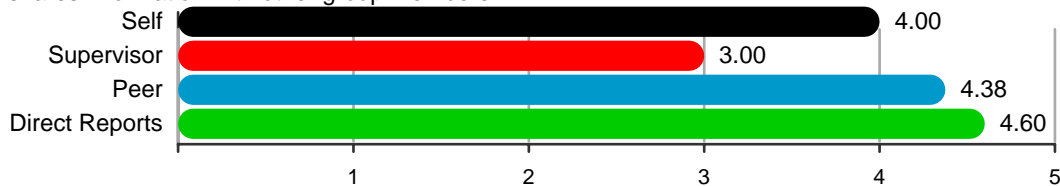
3. Makes decisions with other members of the group.



4. Works with others to develop strategies to identify needs and priorities.



5. Readily shares information with other group members.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

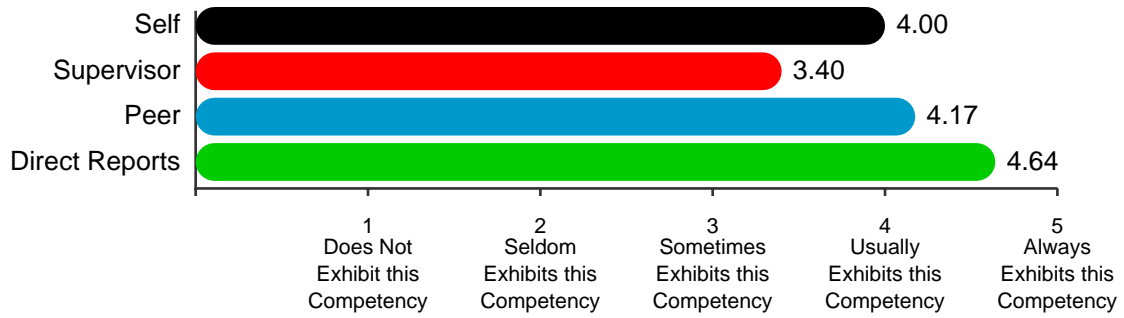
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Creates a culture that fosters and values collaboration.	15	4.20	93.3	7%		67%		27%
2. Displays a high degree of trust and credibility.	15	4.87	100.0		13%		87%	
3. Makes decisions with other members of the group.	15	4.27	93.3	7%		60%		33%
4. Works with others to develop strategies to identify needs and priorities.	15	4.40	86.7	13%		33%		53%
5. Readily shares information with other group members.	15	4.33	93.3	7%		53%		40%

Comments:

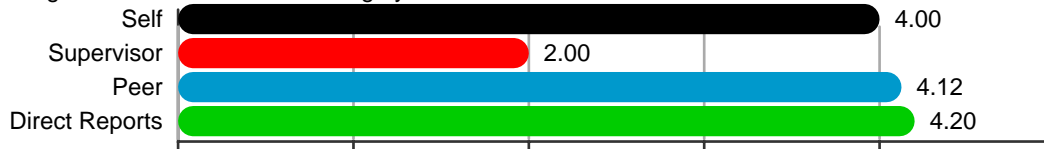
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- _____ would be my choice for permanent manager of the department.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- Transparency and honesty is important early in the process.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.

Integrity

Summary Scores



6. Fosters a high standard of ethics and integrity.



7. Develops trust and confidence from others.



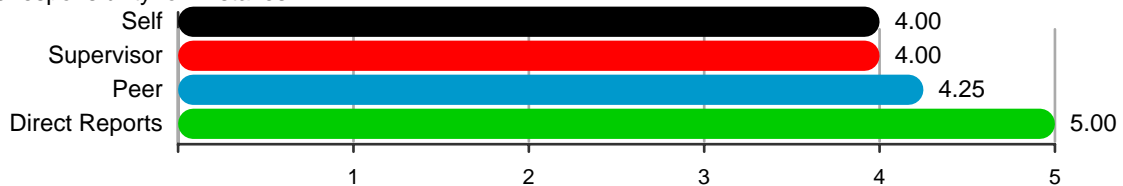
8. Follows tasks to completion.



9. Fosters an environment built upon trust.



10. Accepts responsibility for mistakes.



Level of Skill

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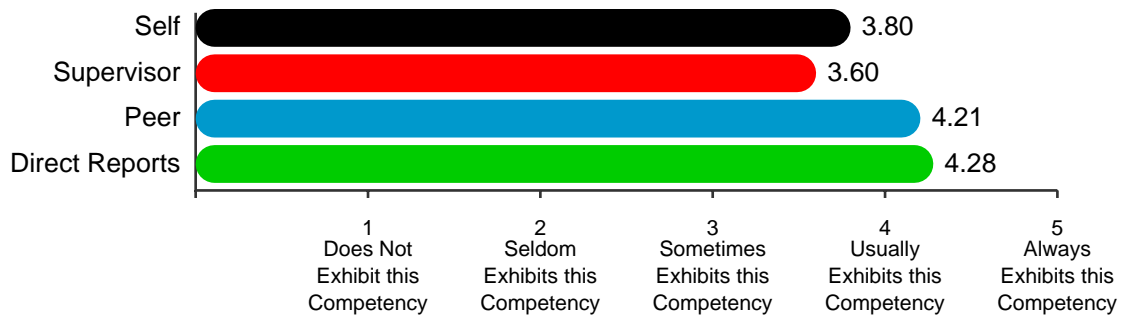
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Fosters a high standard of ethics and integrity.	15	4.00	80.0	7%	13%	53%	27%	
7. Develops trust and confidence from others.	15	4.07	80.0		20%	53%	27%	
8. Follows tasks to completion.	15	4.33	93.3	7%	47%	47%		
9. Fosters an environment built upon trust.	15	4.47	93.3	7%	40%	53%		
10. Accepts responsibility for mistakes.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ is always working to include staff in a shared decision making processes.
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

Persuasion and Influence

Summary Scores



11. Seeks to obtain consensus or compromise.



12. Able to express own goals and needs.



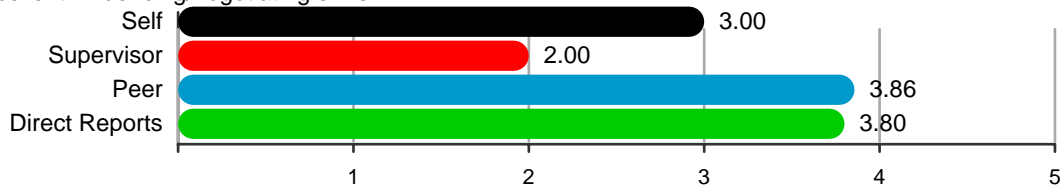
13. Communicates effectively with others.



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



15. Has excellent influencing/negotiating skills.



Level of Skill

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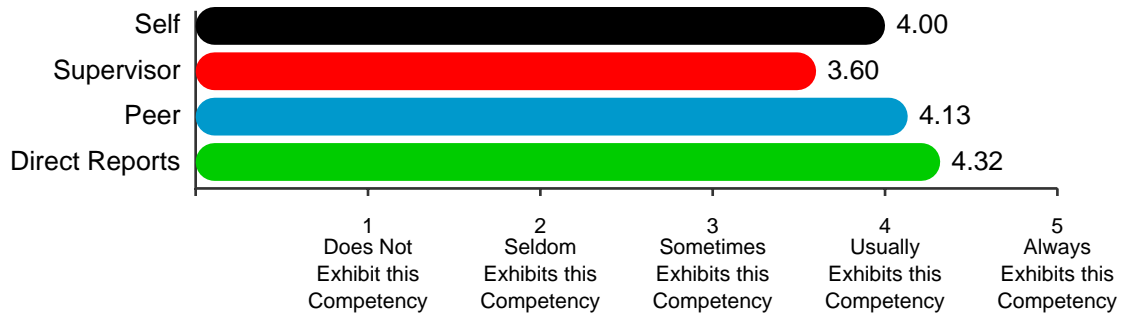
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Seeks to obtain consensus or compromise.	15	4.60	100.0			40%	60%	
12. Able to express own goals and needs.	15	4.27	100.0			73%	27%	
13. Communicates effectively with others.	15	4.33	100.0			67%	33%	
14. Attempts to persuade others rather than simply control them.	15	3.93	73.3	27%		53%	20%	
15. Has excellent influencing/negotiating skills.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- He is, quite simply, the best boss I've ever had.
- He has an open door policy and is available when needed.
- He could improve with a take charge attitude.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- _____ has made great strides with increasing communication and teamwork within his reports.

Delegation

Summary Scores



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



17. Tells subordinates what to do, not how to do it.



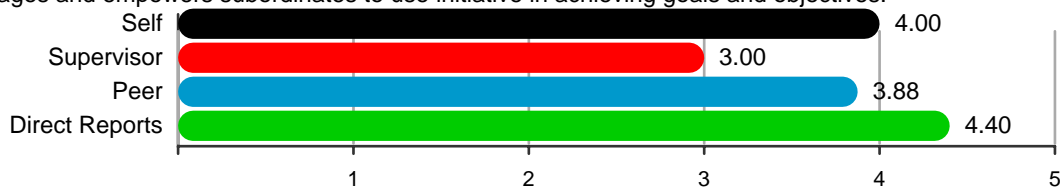
18. Defines the roles, responsibilities, required actions, and deadlines for team members.



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



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



Level of Skill

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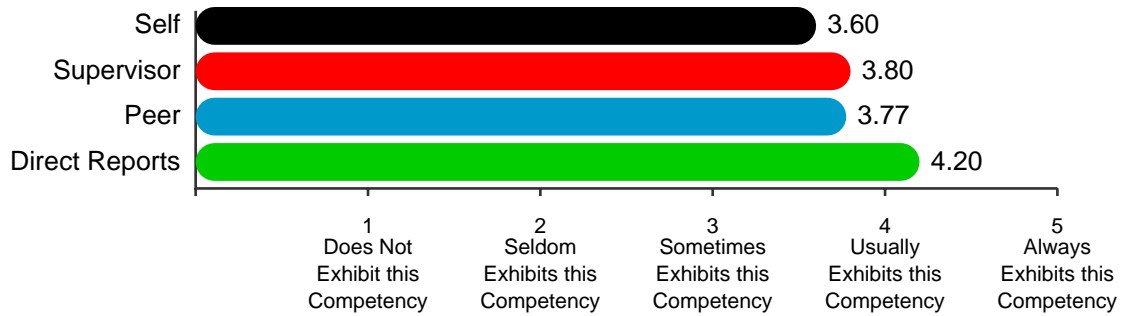
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Allows employees to decide how they wish to complete the tasks.	15	4.33	86.7	13%	40%	47%		
17. Tells subordinates what to do, not how to do it.	15	4.27	93.3	7%	60%	33%		
18. Defines the roles, responsibilities, required actions, and deadlines for team members.	14	4.00	92.9	7%	86%	7%		
19. Allows subordinates to use their own methods and procedures.	14	4.14	85.7	7%	7%	50%	36%	
20. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- I think he is the kind of manager our department has needed and will continue to need.
- _____'s management style is excellent.
- He knows his subject matter!
- 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.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.

Time Management

Summary Scores



21. Keeps and maintains a To-Do list.



22. Avoids distractions in the workplace.



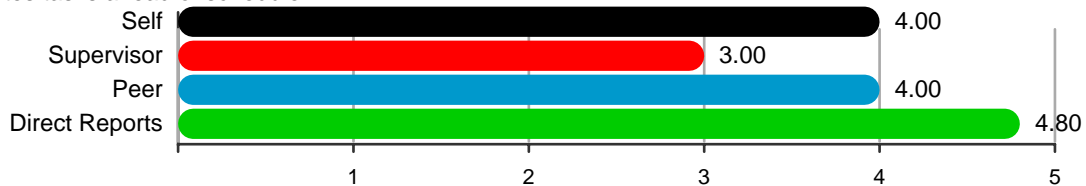
23. Sets clearly defined goals.



24. Leaves time in the schedule for unplanned contingencies.



25. Completes tasks ahead of schedule.



Level of Skill

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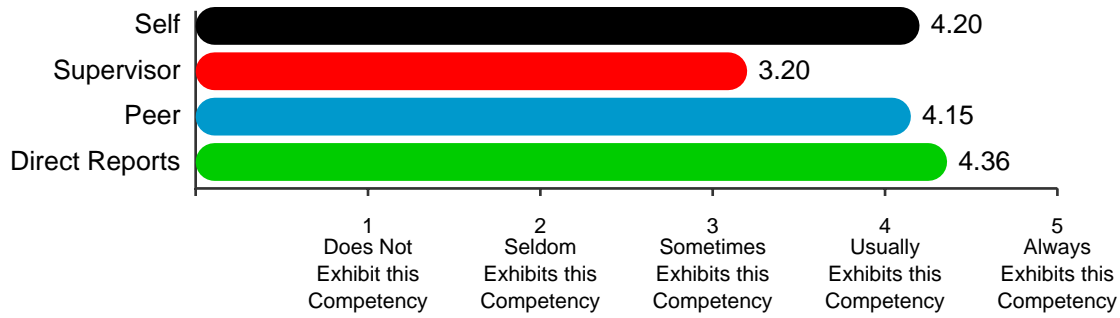
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Keeps and maintains a To-Do list.	15	4.00	66.7	13%	20%	20%	47%	
22. Avoids distractions in the workplace.	15	3.47	53.3	13%	33%	47%	7%	
23. Sets clearly defined goals.	15	3.60	66.7	13%	20%	60%	7%	
24. Leaves time in the schedule for unplanned contingencies.	15	4.27	86.7	7%	7%	40%	47%	
25. Completes tasks ahead of schedule.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

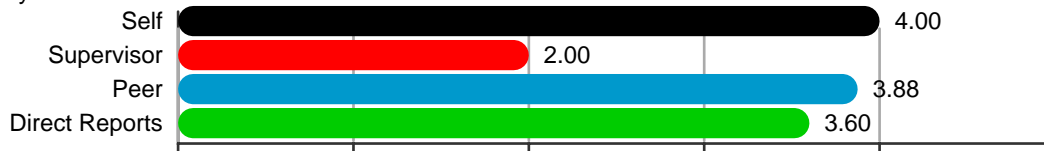
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- He challenges me every day to be my best and I appreciate that.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- Always has a positive, cheerful, and strong attitude.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- His passion for and for education and his advanced degree is a tremendous asset to the team.

Action

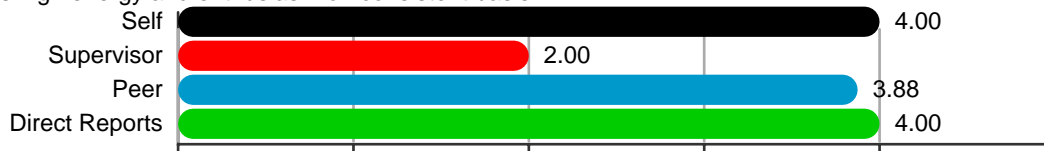
Summary Scores



26. Effectively makes decisions



27. Displays high energy and enthusiasm on consistent basis.



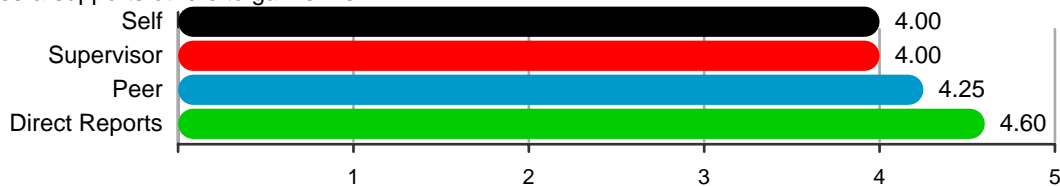
28. Makes effective decisions, even when under pressure.



29. Drives and mobilizes others progress toward goals.



30. Motivates & supports others to gain 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Effectively makes decisions	15	3.67	66.7	20%	13%	47%	20%	
27. Displays high energy and enthusiasm on consistent basis.	15	3.80	73.3	20%	7%	47%	27%	
28. Makes effective decisions, even when under pressure.	15	4.33	86.7	13%	40%	47%		
29. Drives and mobilizes others progress toward goals.	15	4.67	100.0		33%	67%		
30. Motivates & supports others to gain skills	15	4.33	100.0		67%	33%		

Comments:

- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- He is an advocate for [CompanyName].
- _____ is approachable and professional in his interaction with staff and with customers.
- _____ 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.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.

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?

- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.

What do you like best about working with this individual?

- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- While encouraging folks to continue with their education, he is also continuing with his education.
- I feel confident as if he treats us all as equals.
- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- You could check for clarity in expectations more frequently.

What do you like least about working with this individual?

- He leads by example.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He is such a model for leaders throughout our organization.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- _____ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.

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

- 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.
- Does above and beyond work consistently
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.

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

- He is eager to learn and eager to share knowledge.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- Appreciate _____'s calm approach
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- He is open to new ideas and ways to improve the service we provide.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.

Any final comments?

- He is someone that has proven he can be trusted to do what is right.
- 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.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- 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.
- _____ exemplifies all of these qualities.
- _____ 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.