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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 5 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. Displays a high degree of trust and credibility.



### 2. Encourages collaboration of fellow employees to achieve results.



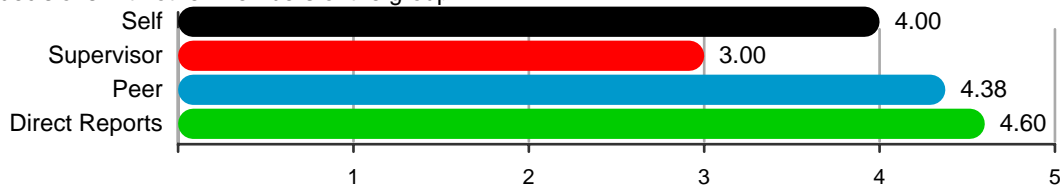
### 3. Encourages working together to achieve shared goals.



### 4. Defines shared goals with the committee members.



### 5. Makes decisions with other members of the group.



## 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. Displays a high degree of trust and credibility.	15	4.20	93.3	7%	67%	27%
2. Encourages collaboration of fellow employees to achieve results.	15	4.87	100.0	13%	87%	
3. Encourages working together to achieve shared goals.	15	4.27	93.3	7%	60%	33%
4. Defines shared goals with the committee members.	15	4.40	86.7	13%	33%	53%
5. Makes decisions with other members of the group.	15	4.33	93.3	7%	53%	40%

### Comments:

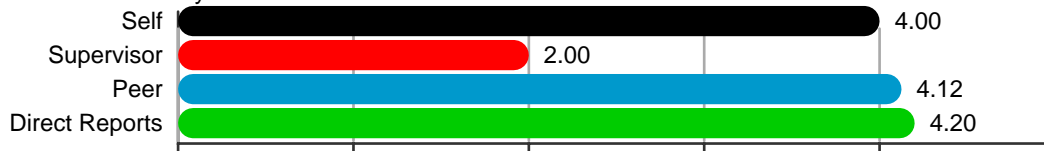
- She lets us develop our own style and inspires us to do our best.
- Having a routine for schedule and coming to office more frequently
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- \_\_\_ needs no improvement
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- She will always be able to state that she did everything she could, she gives this job her all!

# Punctuality

## Summary Scores



6. Invoices clients on a timely basis.



7. Maintains an efficient schedule of activities.



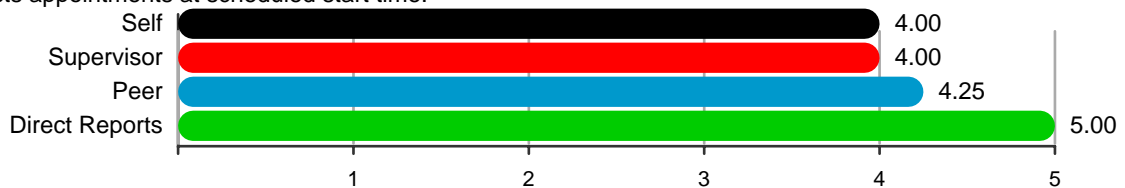
8. Arrives to meetings on time.



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



10. Conducts appointments at scheduled start time.



## 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. Invoices clients on a timely basis.	15	4.00	80.0	7%	13%	53%	27%
7. Maintains an efficient schedule of activities.	15	4.07	80.0		20%	53%	27%
8. Arrives to meetings on time.	15	4.33	93.3	7%		47%	47%
9. Responds to requests for information in a timely manner.	15	4.47	93.3	7%		40%	53%
10. Conducts appointments at scheduled start time.	15	4.47	93.3	7%		40%	53%

### Comments:

- I value and appreciate \_\_\_ very much.
- She leads by example, not reputation.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- 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.
- \_\_\_ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.

# Performance

## Summary Scores



### 11. Listens and responds to issues and problems



### 12. Shown significant improvement in job performance.



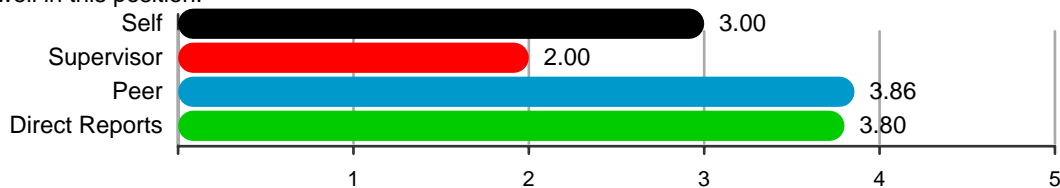
### 13. ...Overall Performance



### 14. ...Produce Quality



### 15. Works well in this position.





## 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).

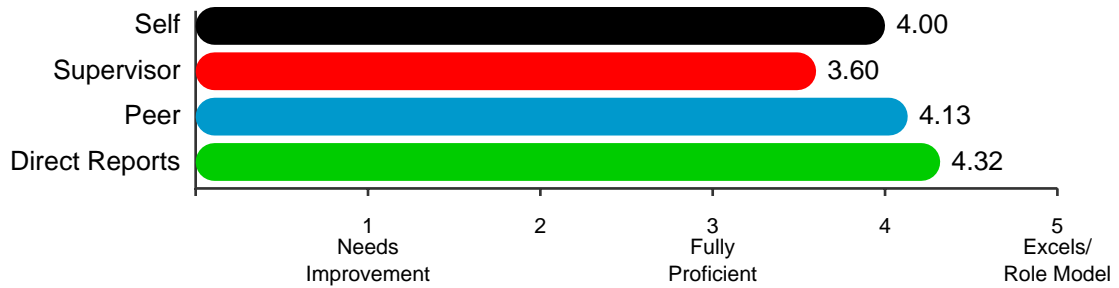
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Listens and responds to issues and problems	15	4.60	100.0	40%	60%	
12. Shown significant improvement in job performance.	15	4.27	100.0	73%	27%	
13. ...Overall Performance	15	4.33	100.0	67%	33%	
14. ...Produce Quality	15	3.93	73.3	27%	53%	20%
15. Works well in this position.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- \_\_\_ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- I have found that when \_\_\_ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- Sometimes her decisions aren't thought through from a financial perspective.
- \_\_\_ is an extremely effective leader.
- She is an excellent teammate, great attitude, effort, and energy.

# Commitment To Result

## Summary Scores



16. Willing to do whatever it takes-not afraid to have to put in extra effort.



17. Able to focus on a task even when working alone.



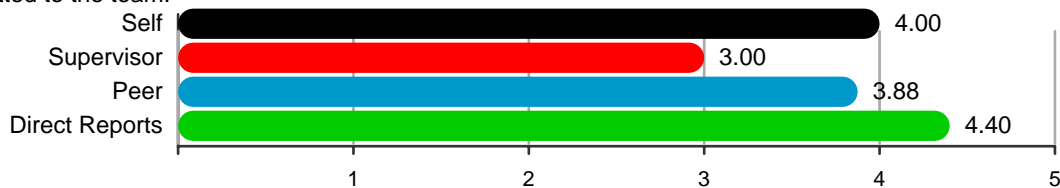
18. Maintains persistence and dedication to achieving results.



19. Coordinates all department activities into a cohesive team effort.



20. Committed to the team.



## 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).

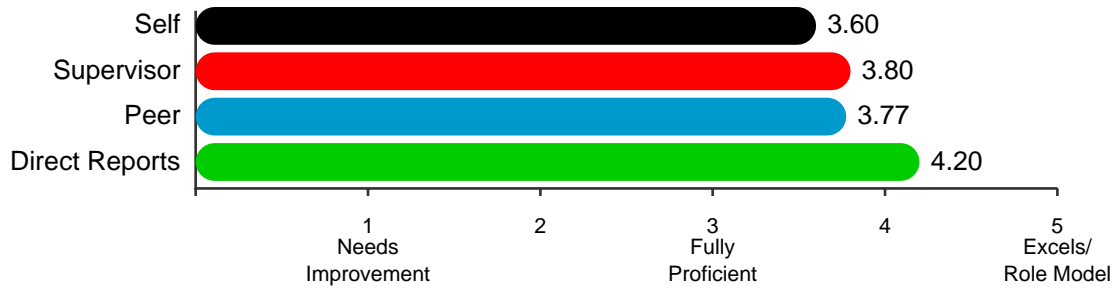
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.33	86.7	13%		40%	47%
17. Able to focus on a task even when working alone.	15	4.27	93.3	7%		60%	33%
18. Maintains persistence and dedication to achieving results.	14	4.00	92.9	7%		86%	7%
19. Coordinates all department activities into a cohesive team effort.	14	4.14	85.7	7%	7%	50%	36%
20. Committed to the team.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Having a routine for schedule and coming to office more frequently
- \_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- Need to continue to take action when needed, although have improved. . .
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- Provide and solicit more frequent feedback.
- Communication to entire team is excellent and helps engage all staff. \_\_\_'s visibility to her team has been very positive.

# Teamwork

## Summary Scores



### 21. Actively and openly participates in group meetings.



### 22. Seeks and listens to other's contributions



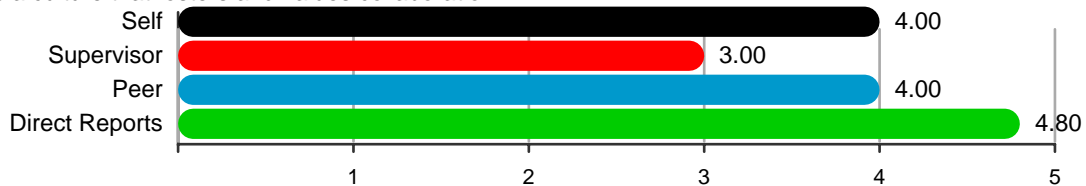
### 23. Actively participates as a team member



### 24. Shares credit for accomplishments with team members



### 25. Creates a culture that fosters and values collaboration.



## 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
21. Actively and openly participates in group meetings.	15	4.00	66.7	13%	20%	20%	47%
22. Seeks and listens to other's contributions	15	3.47	53.3	13%	33%	47%	7%
23. Actively participates as a team member	15	3.60	66.7	13%	20%	60%	7%
24. Shares credit for accomplishments with team members	15	4.27	86.7	7%	7%	40%	47%
25. Creates a culture that fosters and values collaboration.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

- She is well respected.
- \_\_\_ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- She has grown as a manager in the last few months and it shows.
- I do very much appreciate that \_\_\_ will support me in a decision when needed.
- \_\_\_ has made good judgements in hiring top notch employees.
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.

## 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?

- It is often difficult to contact \_\_\_ and email communication may take a long period for a reply.
- Be being better organized. It would help with prioritizing.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- \_\_\_'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- She had done amazingly well considering all of the global threats to the product line.

### What do you like best about working with this individual?

- \_\_\_ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- \_\_\_ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- Attitude is there; however, follow through is lacking at times.
- It's been a pleasure to work for her.

### What do you like least about working with this individual?

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- She is very customer focused and this reflects in her division leadership and performance.
- I really appreciate her.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- Loyalty. Willingness to get it right.
- Again, \_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

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

- Engagement is an area where \_\_\_ has improved by being more in-tune with department needs. She listens more and asks great questions.
- \_\_\_ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- \_\_\_'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- This year \_\_\_ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- \_\_\_ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- \_\_\_ is very responsive and provides great support service.

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

- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- \_\_\_ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- \_\_\_ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- \_\_\_ works very well with other departments.

### Any final comments?

- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- \_\_\_ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- Sometimes \_\_\_'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- Great addition to the department!
- Engagement is an area where \_\_\_ has improved by being more in-tune with department needs. She listens more and asks great questions.