



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

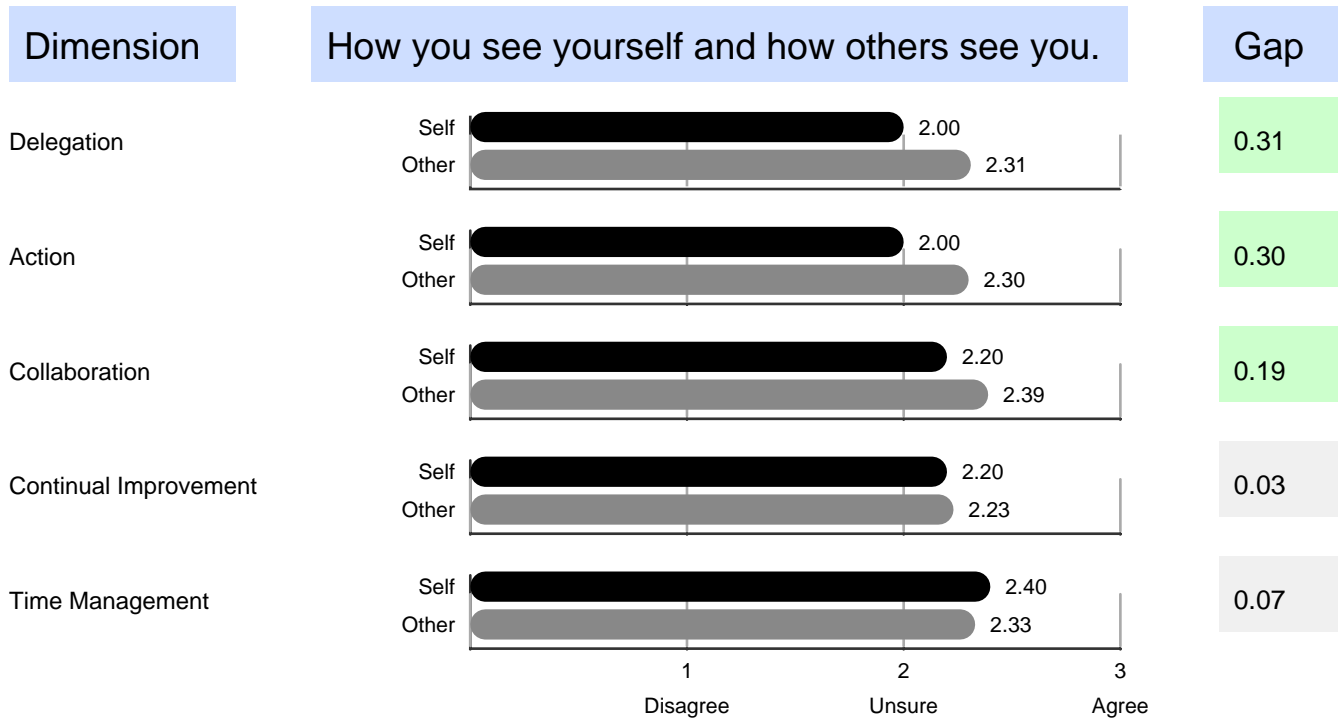
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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.



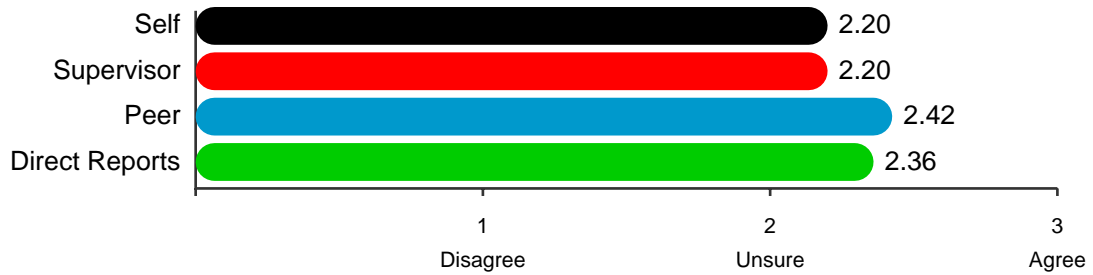
Gap Analysis

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

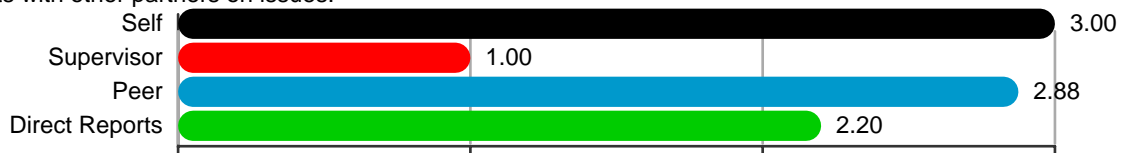
Summary Scores



1. Works to create innovative ideas from the collaboration with others.



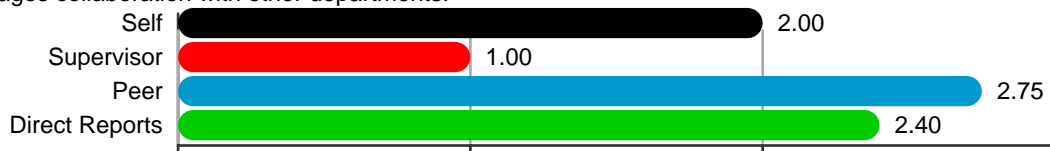
2. Consults with other partners on issues.



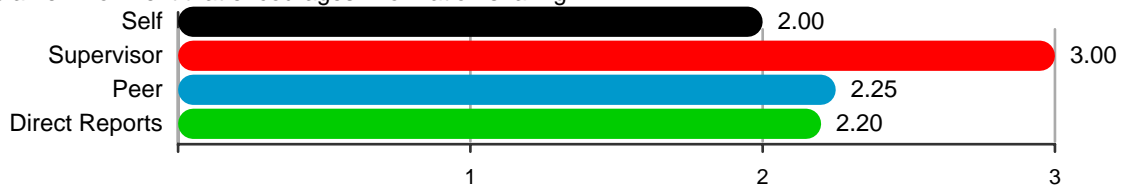
3. Works with others to resolve issues facing the company.



4. Encourages collaboration with other departments.



5. Creates an environment that encourages information sharing.



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).

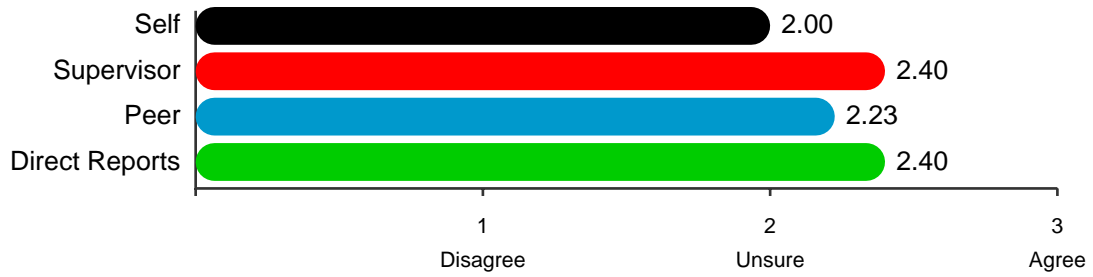
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Works to create innovative ideas from the collaboration with others.	15	2.27	33.3	7%	60%	33%
2. Consults with other partners on issues.	15	2.53	73.3	20%	7%	73%
3. Works with others to resolve issues facing the company.	15	2.33	40.0	7%	53%	40%
4. Encourages collaboration with other departments.	15	2.47	53.3	7%	40%	53%
5. Creates an environment that encourages information sharing.	15	2.27	40.0	13%	47%	40%

Comments:

- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- ___ is an extremely effective leader.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- Her professionalism is beyond reproach and she is fair and just.
- I appreciate her dedication to the department employees.

Action

Summary Scores



6. Effectively makes decisions



7. Motivates & supports others to gain skills



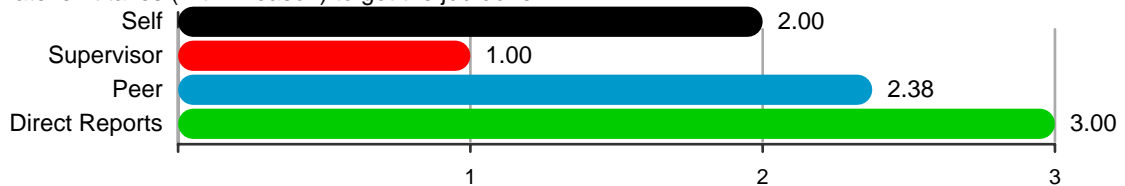
8. Is not afraid to take corrective action when necessary.



9. Displays high energy and enthusiasm on consistent basis.



10. Does whatever it takes (within reason) to get the job done.



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).

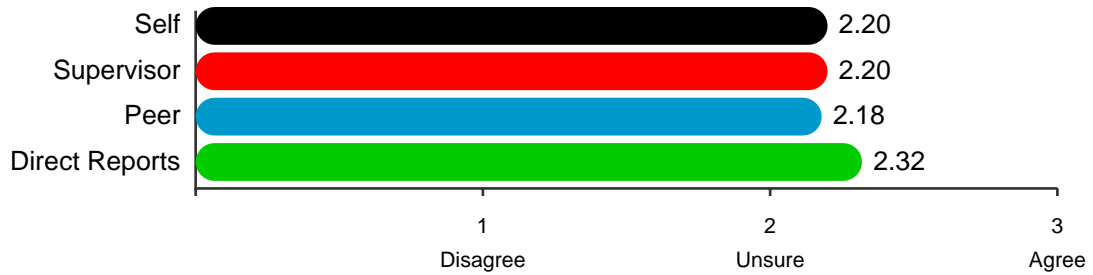
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Effectively makes decisions	15	2.13	33.3	20%	47%	33%
7. Motivates & supports others to gain skills	15	2.07	26.7	20%	53%	27%
8. Is not afraid to take corrective action when necessary.	15	2.33	40.0	7%	53%	40%
9. Displays high energy and enthusiasm on consistent basis.	15	2.40	53.3	13%	33%	53%
10. Does whatever it takes (within reason) to get the job done.	15	2.47	60.0	13%	27%	60%

Comments:

- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- ___ is always working to include staff in a shared decision making processes.
- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.

Continual Improvement

Summary Scores



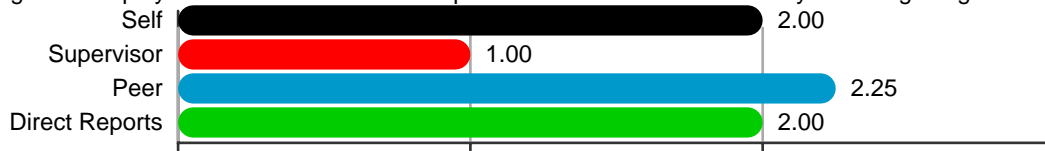
11. Looks for ways to expand and learn new job skills.



12. Looks for ways to improve work processes and procedures.



13. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



14. Analyzes processes to determine areas for improvement.



15. Promotes training and development opportunities to enhance job performance.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

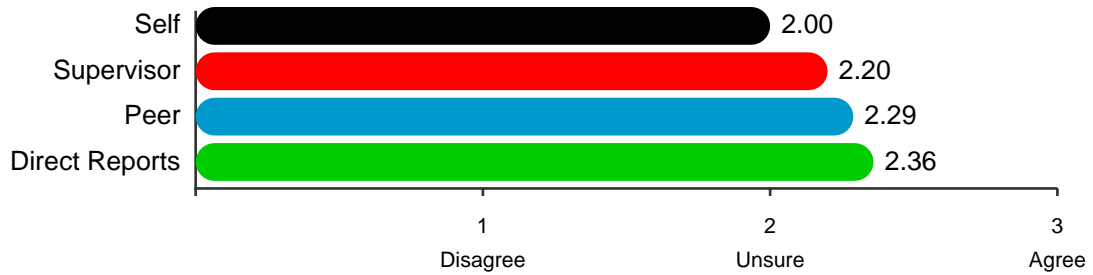
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Looks for ways to expand and learn new job skills.	15	2.33	40.0	7%	53%	40%
12. Looks for ways to improve work processes and procedures.	15	2.07	20.0	13%	67%	20%
13. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.07	26.7	20%	53%	27%
14. Analyzes processes to determine areas for improvement.	15	2.27	40.0	13%	47%	40%
15. Promotes training and development opportunities to enhance job performance.	14	2.43	50.0	7%	43%	50%

Comments:

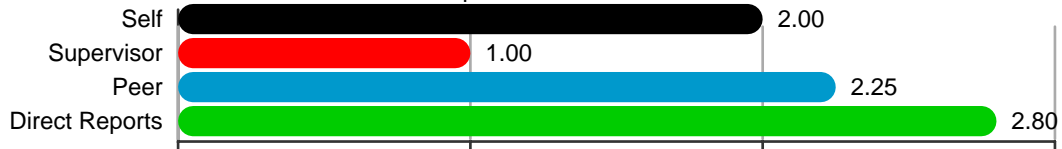
- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.

Delegation

Summary Scores



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



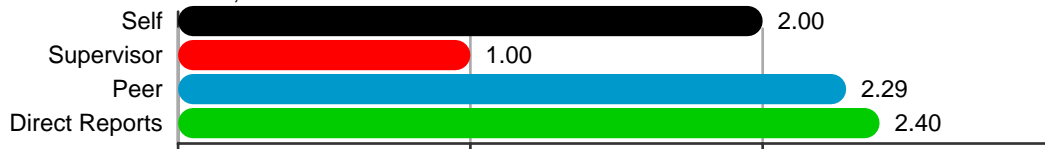
17. Assigns tasks to create learning opportunities for the employees.



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



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



20. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



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).

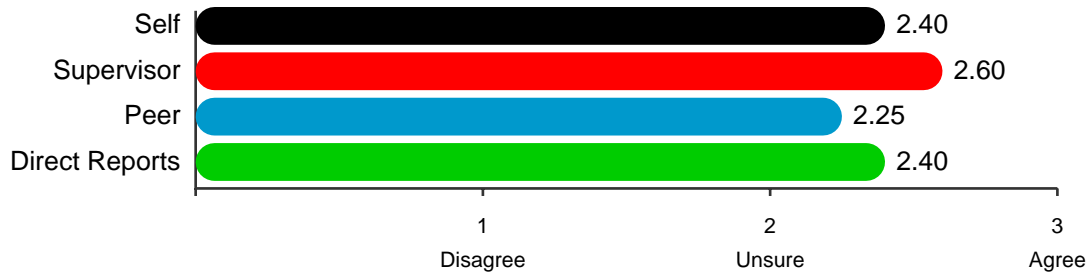
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Allows subordinates to use their own methods and procedures.	15	2.33	46.7	13%	40%	47%
17. Assigns tasks to create learning opportunities for the employees.	15	2.33	40.0	7%	53%	40%
18. Defines the roles, responsibilities, required actions, and deadlines for team members.	14	2.00	14.3	14%	71%	14%
19. Tells subordinates what to do, not how to do it.	14	2.21	42.9	21%	36%	43%
20. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- I appreciate ___'s willingness to share her knowledge with our team.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ is willing to understand how a current process works before wanting to incorporate changes.

Time Management

Summary Scores



21. Makes time for developing plans and schedules.



22. Does not become flustered by deadlines and timelines.



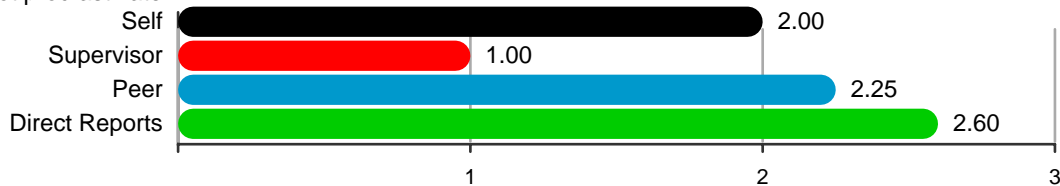
23. Sets a good balance between work and family life.



24. Uses agendas when chairing or facilitating meetings.



25. Does not procrastinate.



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
21. Makes time for developing plans and schedules.	15	2.60	66.7	7%	27%	67%
22. Does not become flustered by deadlines and timelines.	15	2.33	40.0	7%	53%	40%
23. Sets a good balance between work and family life.	15	2.07	20.0	13%	67%	20%
24. Uses agendas when chairing or facilitating meetings.	15	2.40	53.3	13%	33%	53%
25. Does not procrastinate.	15	2.27	53.3	27%	20%	53%

Comments:

- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- While encouraging folks to continue with their education, she is also continuing with her education.
- She gives you confidence knowing she always has your back.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- Sometimes her decisions aren't thought through from a financial perspective.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'

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?

- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- ___ is an impressive performer.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- Each member feels they are a part of the team and knows their contribution is valued.

What do you like best about working with this individual?

- In one word I can summarize ___ in leadership skill. WOW!
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- Provide regular updates on the progress of work/tasks/projects.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.

What do you like least about working with this individual?

- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- 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.
- ___'s priority is our customers and community.
- I value ___ for so much more than her negotiating skills which are outstanding.

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

- She looks at problems in a systematic way and asks for input prior to making decisions.
- Her communication techniques are clear and to the point which is very much appreciated.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.

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

- Does above and beyond work consistently
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- Have persistence and tenacity
- Always available to give us what we need to succeed.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.

Any final comments?

- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- She is a great teammate!
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- ___ is the consummate professional and pleasure to work with.
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.