



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.

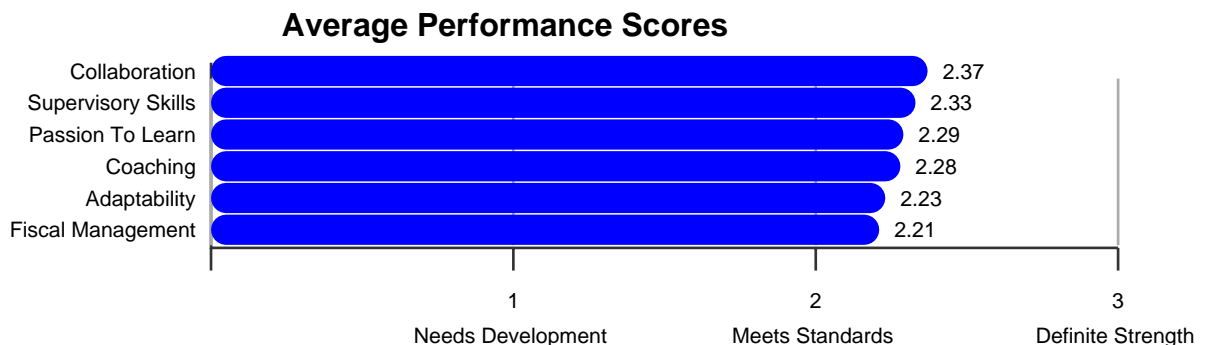
What to Do with Your Feedback

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

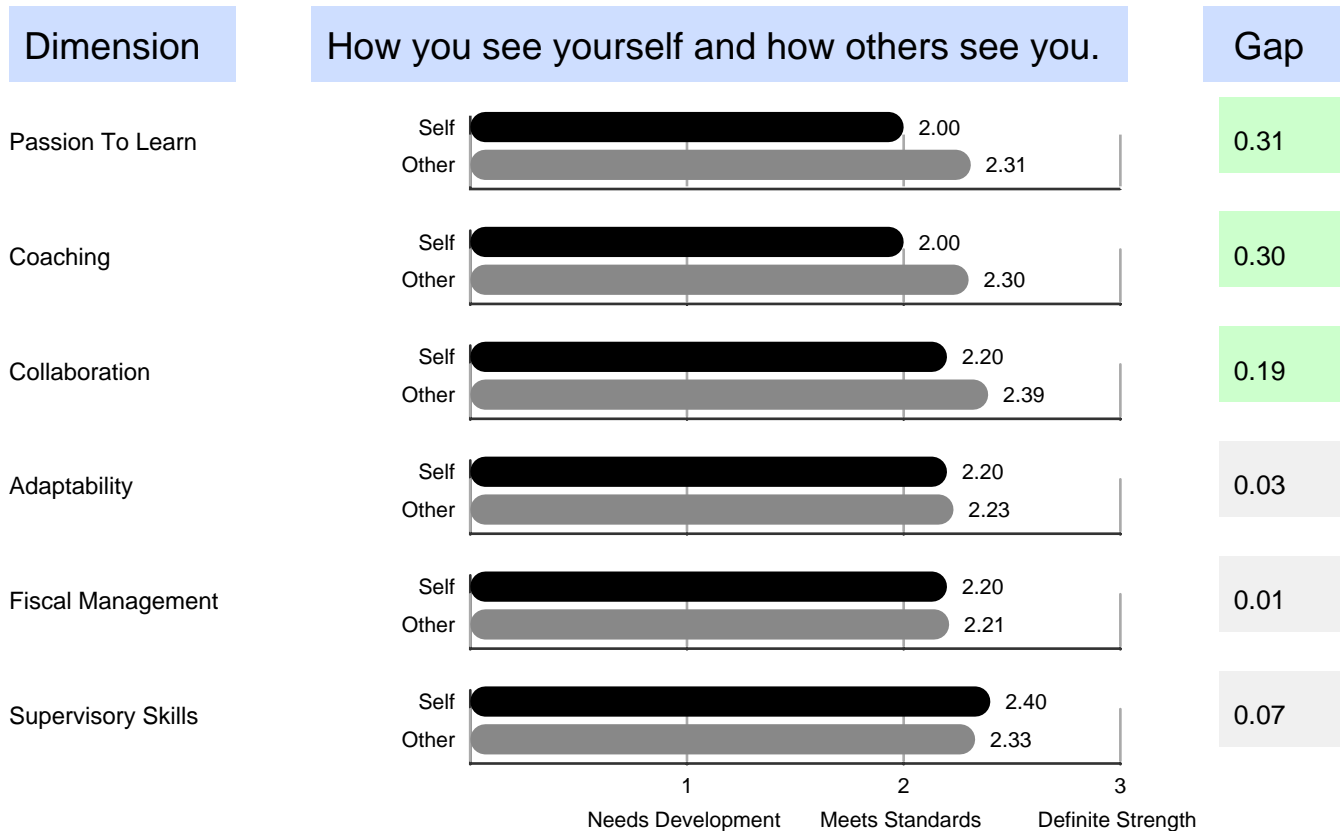
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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

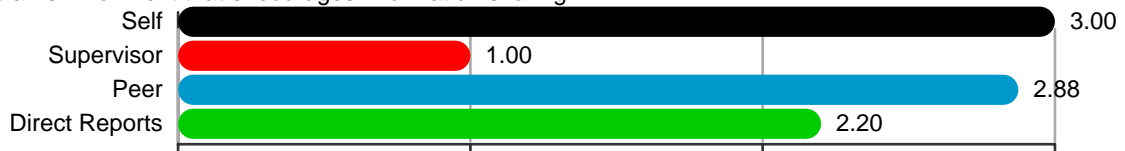
Summary Scores



1. Builds consensus among partners.



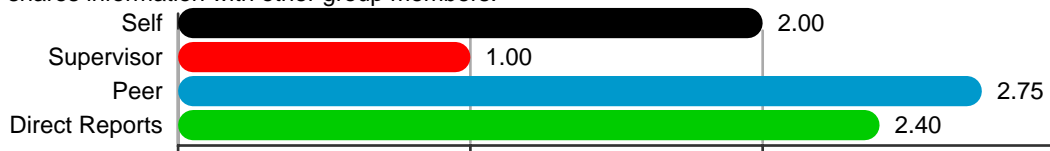
2. Creates an environment that encourages information sharing.



3. Encourages working together to achieve shared goals.



4. Readily shares information with other group members.



5. Defines shared goals with the committee 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Builds consensus among partners.	15	2.27	33.3	7%	60%	33%
2. Creates an environment that encourages information sharing.	15	2.53	73.3	20%	7%	73%
3. Encourages working together to achieve shared goals.	15	2.33	40.0	7%	53%	40%
4. Readily shares information with other group members.	15	2.47	53.3	7%	40%	53%
5. Defines shared goals with the committee members.	15	2.27	40.0	13%	47%	40%

Comments:

- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- ___ always goes above and beyond in her daily work.
- Allocates resources in advance to ensure the required work can be completed.
- ___ has improved with her follow-up assignments from meetings.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.

Coaching

Summary Scores



6. Conducts regular performance appraisals and feedback.



7. Develops the skills and capabilities of others.



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



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



10. Addresses employee behavior problems effectively.



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. Conducts regular performance appraisals and feedback.	15	2.13	33.3	20%	47%	33%
7. Develops the skills and capabilities of others.	15	2.07	26.7	20%	53%	27%
8. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.33	40.0	7%	53%	40%
9. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.40	53.3	13%	33%	53%
10. Addresses employee behavior problems effectively.	15	2.47	60.0	13%	27%	60%

Comments:

- She communicates clearly and responds to request without unnecessary delay.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- She clearly assigns our responsibilities by our individual strengths.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- ___ is a great manager to work for.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.

Adaptability

Summary Scores



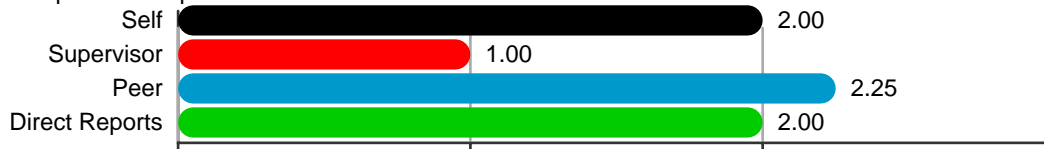
11. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.



12. Is flexible and open minded in dealing with others.



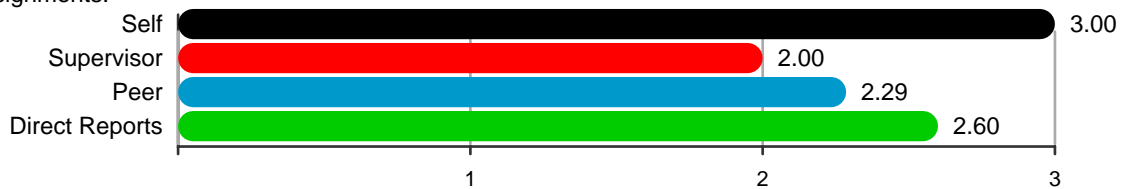
13. Learns from personal experiences and/or mistakes.



14. Works effectively in dynamic and changing work environments.



15. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.



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. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	2.33	40.0	7%	53%	40%
12. Is flexible and open minded in dealing with others.	15	2.07	20.0	13%	67%	20%
13. Learns from personal experiences and/or mistakes.	15	2.07	26.7	20%	53%	27%
14. Works effectively in dynamic and changing work environments.	15	2.27	40.0	13%	47%	40%
15. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	14	2.43	50.0	7%	43%	50%

Comments:

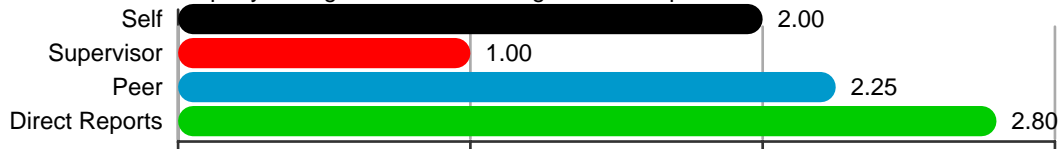
- ___ leads by example.
- She is effective and her knowledge of processes is invaluable.
- She provides essential data in order to help explain decisions.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- I honestly cannot think of anything that she could improve on.

Passion To Learn

Summary Scores



16. Enhances value to the company through additional training and development.



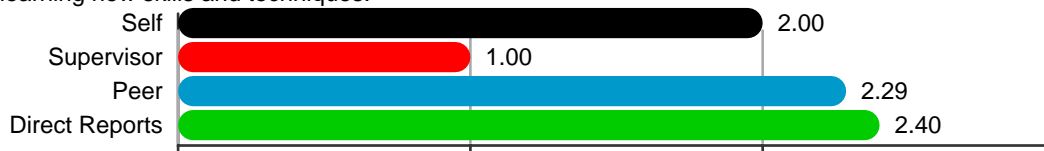
17. Takes initiative for own learning and development.



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



19. Enjoys learning new skills and techniques.



20. Will participate in training classes even if offered outside of normal working hours.



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. Enhances value to the company through additional training and development.	15	2.33	46.7	13%	40%	47%
17. Takes initiative for own learning and development.	15	2.33	40.0	7%	53%	40%
18. Exhibits willingness to upgrade skills through additional training and education.	14	2.00	14.3	14%	71%	14%
19. Enjoys learning new skills and techniques.	14	2.21	42.9	21%	36%	43%
20. Will participate in training classes even if offered outside of normal working hours.	15	2.53	60.0	7%	33%	60%

Comments:

- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- Always has a positive, cheerful, and strong attitude.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.

Supervisory Skills

Summary Scores



21. Provides constructive, ongoing feedback.



22. Is aware of the unique strengths of each employee.



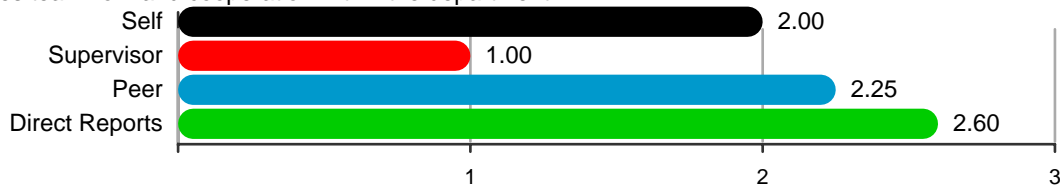
23. Appropriately recognizes and rewards employees.



24. Treats all staff equitably.



25. Promotes teamwork and cooperation within the department.



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. Provides constructive, ongoing feedback.	15	2.60	66.7	7%	27%	67%
22. Is aware of the unique strengths of each employee.	15	2.33	40.0	7%	53%	40%
23. Appropriately recognizes and rewards employees.	15	2.07	20.0	13%	67%	20%
24. Treats all staff equitably.	15	2.40	53.3	13%	33%	53%
25. Promotes teamwork and cooperation within the department.	15	2.27	53.3	27%	20%	53%

Comments:

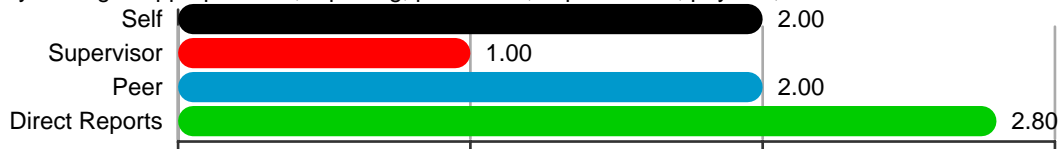
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- Participates in training to learn Core Competency processes.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- ___ 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

Fiscal Management

Summary Scores



26. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



27. Develops budgets and plans for various programs and initiatives.



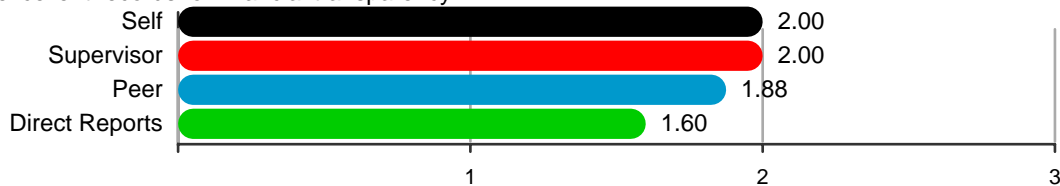
28. Effective in using Company's resources.



29. Monitors spending.



30. Keeps excellent records for financial transparency.



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. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.20	33.3	13%	53%	33%
27. Develops budgets and plans for various programs and initiatives.	15	2.00	26.7	27%	47%	27%
28. Effective in using Company's resources.	15	2.47	53.3	7%	40%	53%
29. Monitors spending.	15	2.60	60.0		40%	60%
30. Keeps excellent records for financial transparency.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- ___ is an excellent communicator and is very open and supportive to her staff.
- When dealing with HR issues my HR business partner is always involved.
- ___ has an impressive vision for the company.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- ___ does a great job investigating an issue thinking it through before she takes action.

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?

- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- She has been a great addition to the department in this area.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.

What do you like best about working with this individual?

- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- ___ does an exceptional job at running the department.
- She uses the strengths of everyone around her to get the best solutions possible.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- ___ always presents herself in the most professional manner.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.

What do you like least about working with this individual?

- Having very minimum one-on-one discussion.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.

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

- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- ___ has grown and proven herself to be an effective leader in the imaging department.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- ___ has the talent to use different Leadership styles to fit the situation.

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

- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- I believe I need to give her a chance to get into her position.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.

Any final comments?

- She always steps up and gets what needs to be done completed.
- She is very supportive of cross training and learning new skills.
- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- She translated the creative thinking into real change and solution that advanced our department.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.