



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.

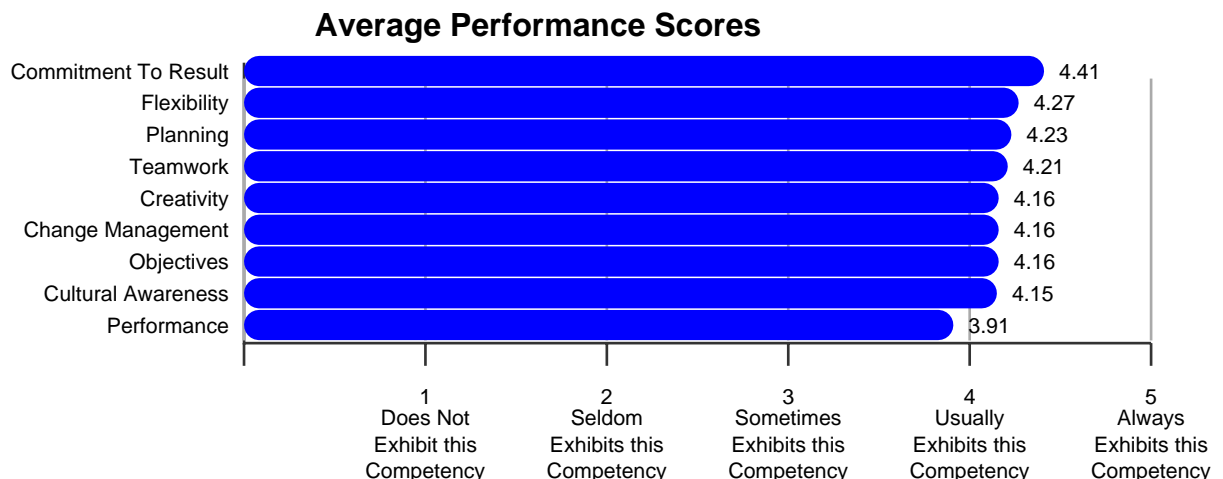
What to Do with Your Feedback

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

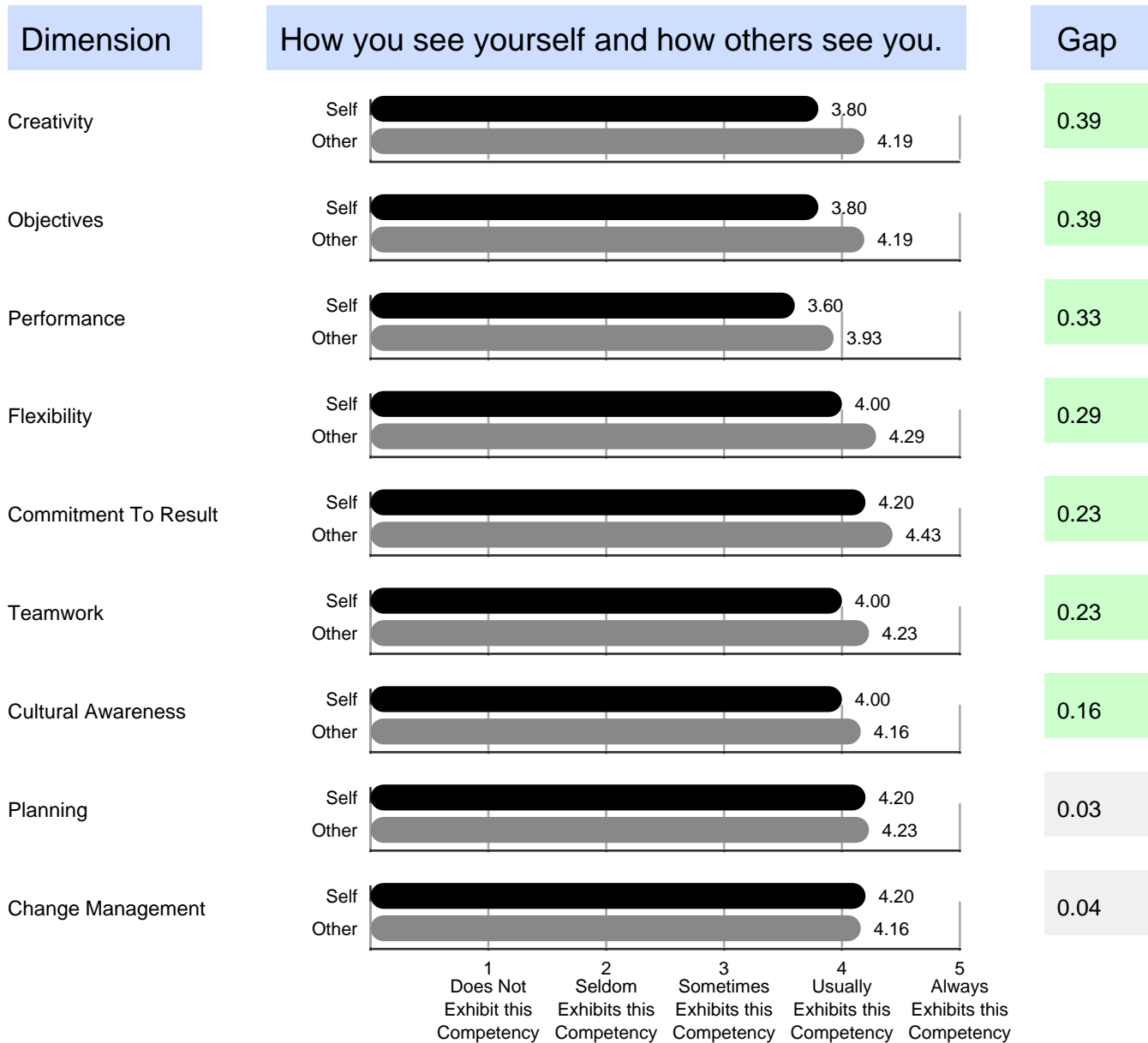
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Commitment To Result

Summary Scores



1. Maintains persistence and dedication to achieving results.



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



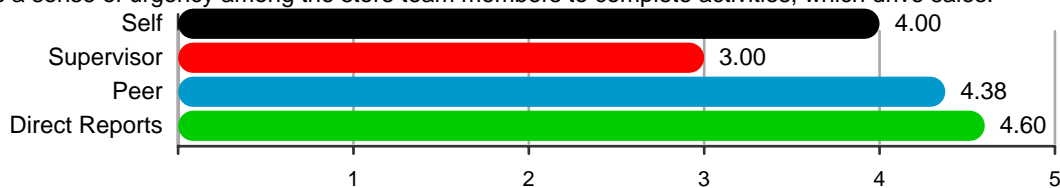
3. Able to focus on a task even when working alone.



4. Takes immediate action toward goals.



5. Creates a sense of urgency among the store team members to complete activities, which drive sales.



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. Maintains persistence and dedication to achieving results.	15	4.20	93.3	7%		67%		27%
2. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.87	100.0		13%		87%	
3. Able to focus on a task even when working alone.	15	4.27	93.3	7%		60%		33%
4. Takes immediate action toward goals.	15	4.40	86.7	13%		33%		53%
5. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.33	93.3	7%		53%		40%

Comments:

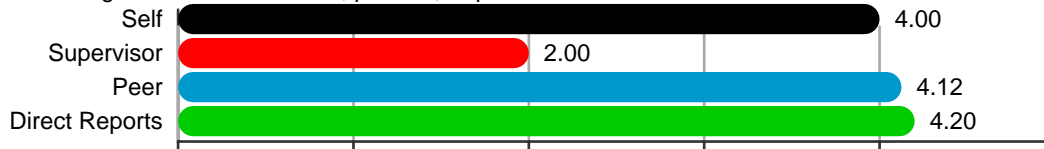
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- She is quick to remind others, when needed why we are really here.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.

Flexibility

Summary Scores



6. Adapts to new organizational structures, policies, or procedures.



7. Able to adapt to new situations.



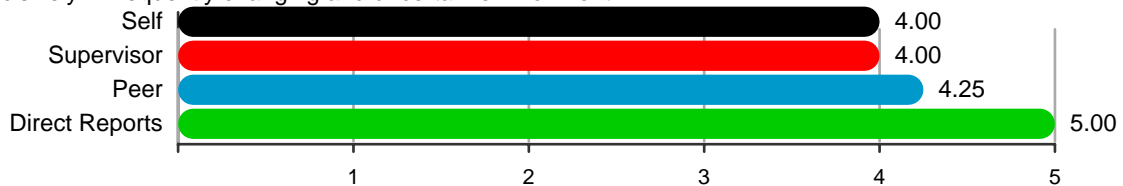
8. Can handle changes without complaining.



9. Open to the perspectives/viewpoints of others.



10. Acts decisively in frequently changing and uncertain environment.



Level of Skill

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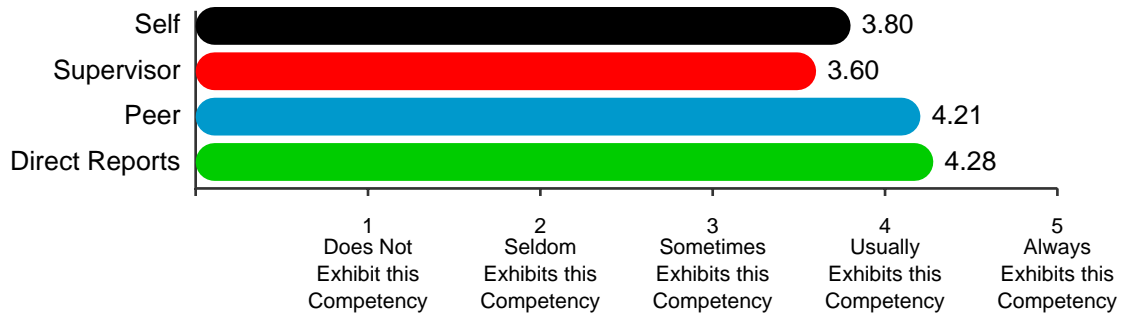
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Adapts to new organizational structures, policies, or procedures.	15	4.00	80.0	7%	13%	53%	27%	
7. Able to adapt to new situations.	15	4.07	80.0		20%	53%	27%	
8. Can handle changes without complaining.	15	4.33	93.3	7%	47%		47%	
9. Open to the perspectives/viewpoints of others.	15	4.47	93.3	7%	40%		53%	
10. Acts decisively in frequently changing and uncertain environment.	15	4.47	93.3	7%	40%		53%	

Comments:

- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- She has never said she was to busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.

Creativity

Summary Scores



11. Inspires creativity in their team.



12. Creates a lot of new ideas.



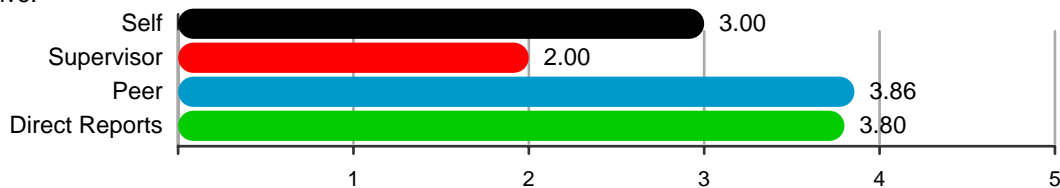
13. Is creative and inspirational.



14. Conceives, implements and evaluates ideas.



15. Is creative.



Level of Skill

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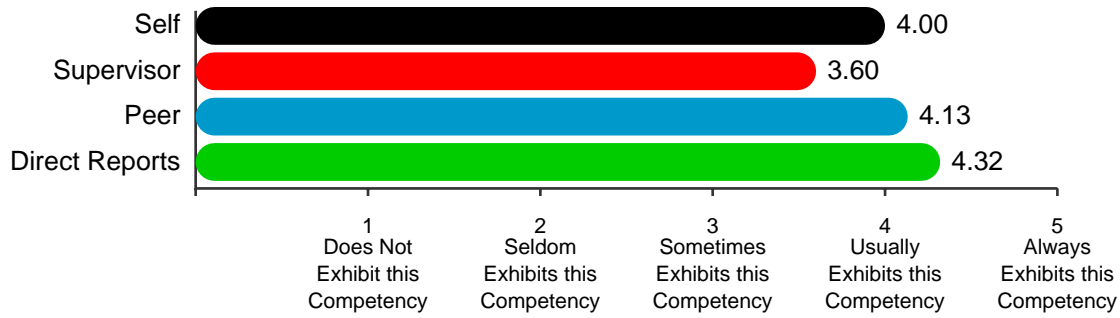
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Inspires creativity in their team.	15	4.60	100.0			40%	60%	
12. Creates a lot of new ideas.	15	4.27	100.0			73%	27%	
13. Is creative and inspirational.	15	4.33	100.0			67%	33%	
14. Conceives, implements and evaluates ideas.	15	3.93	73.3		27%	53%	20%	
15. Is creative.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ____, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- I think she is an asset to the department.
- ____ is a team player and effective in her role.
- ____ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- She has confidence in leading and making decisions improving rapidly.

Cultural Awareness

Summary Scores



16. Is curious and willing to ask questions about the cultural differences in the workplace.



17. Seeks opportunities to learn about the other cultural backgrounds of colleagues.



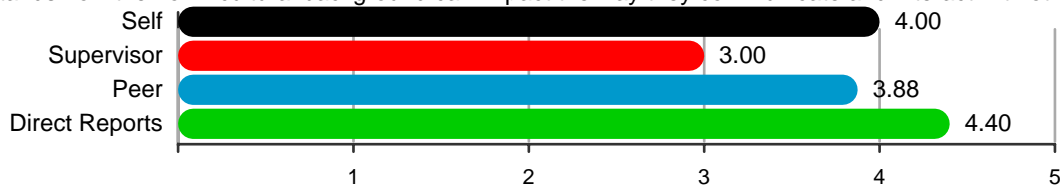
18. Understands the impact that our culture may have on interactions between individuals.



19. Actively listens to other employees' stories about their culture.



20. Understands how their own cultural background can impact the way they communicate and interact with others.



Level of Skill

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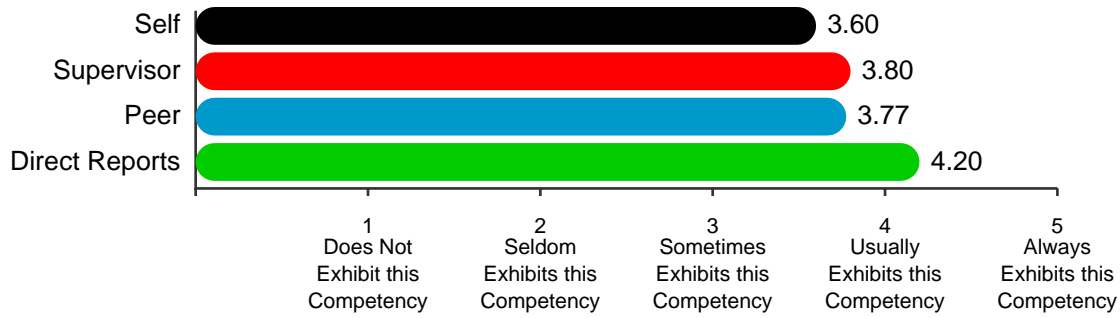
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Is curious and willing to ask questions about the cultural differences in the workplace.	15	4.33	86.7	13%	40%	47%		
17. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	15	4.27	93.3	7%	60%	33%		
18. Understands the impact that our culture may have on interactions between individuals.	14	4.00	92.9	7%	86%	7%		
19. Actively listens to other employees' stories about their culture.	14	4.14	85.7	7%	7%	50%	36%	
20. Understands how their own cultural background can impact the way they communicate and interact with others.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ 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.
- One of the main reasons I am here is because of ___.
- She's a very hard worker and always helping out when 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.
- She has a calm demeanor and willingness to help with anything.
- She is the only manager in the department to help us when we are short.

Performance

Summary Scores



21. Has great overall performance



22. Sets a high standard for job performance.



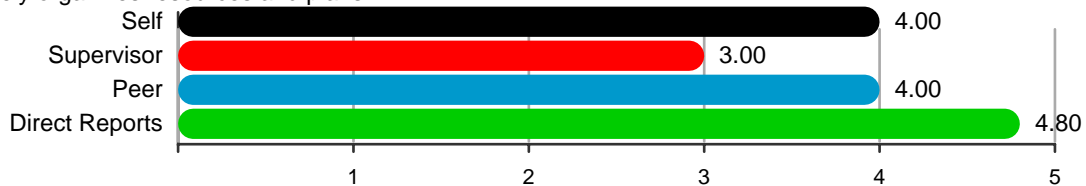
23. Able to organize work.



24. Works well in this position.



25. Effectively organizes resources and plans



Level of Skill

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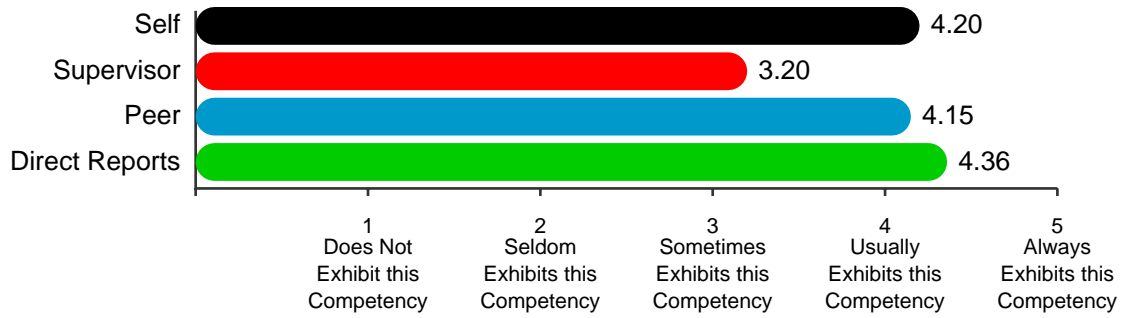
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Has great overall performance	15	4.00	66.7	13%	20%	20%	47%	
22. Sets a high standard for job performance.	15	3.47	53.3	13%	33%	47%	7%	
23. Able to organize work.	15	3.60	66.7	13%	20%	60%	7%	
24. Works well in this position.	15	4.27	86.7	7%	7%	40%	47%	
25. Effectively organizes resources and plans	15	4.20	80.0	7%	13%	33%	47%	

Comments:

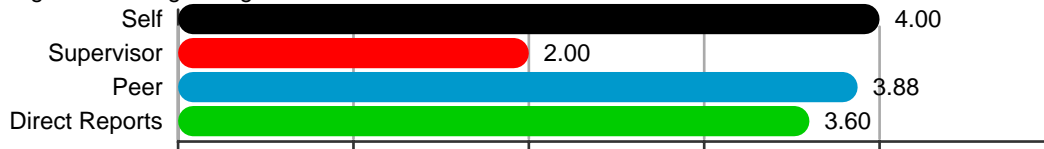
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be responsive of the amount of staff time required to keep bugging her to finish something.
- Your initiative influences others in a positive way.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- ___ has made great strides with increasing communication and teamwork within her reports.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.

Change Management

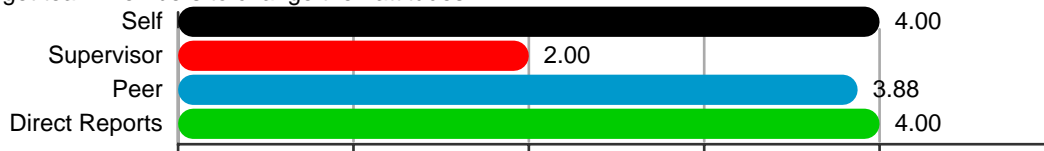
Summary Scores



26. Is a leading force driving changes.



27. Able to get team members to change their attitudes.



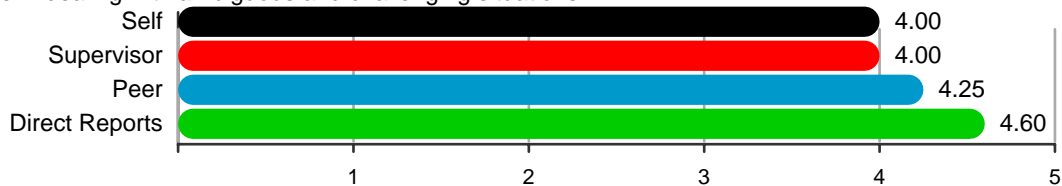
28. Effective in implementing new organizational vision and values.



29. Supports new initiatives for organizational changes to improve effectiveness.



30. Effective in dealing with ambiguous and challenging situations.



Level of Skill

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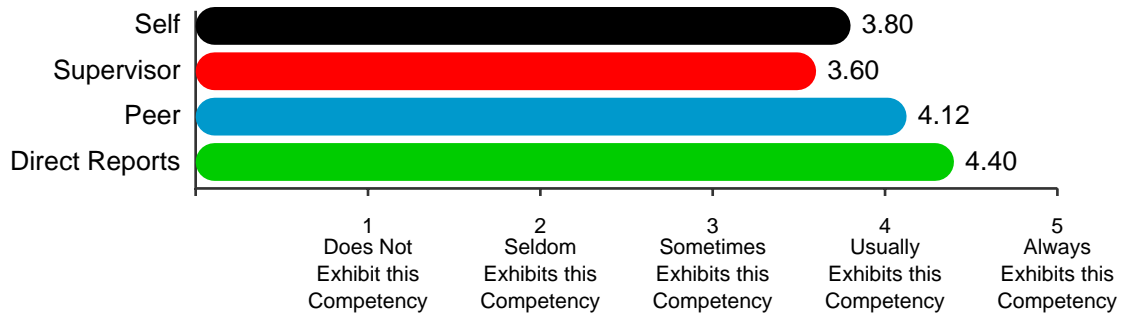
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Is a leading force driving changes.	15	3.67	66.7	20%	13%	47%	20%	
27. Able to get team members to change their attitudes.	15	3.80	73.3	20%	7%	47%	27%	
28. Effective in implementing new organizational vision and values.	15	4.33	86.7		13%	40%	47%	
29. Supports new initiatives for organizational changes to improve effectiveness.	15	4.67	100.0			33%	67%	
30. Effective in dealing with ambiguous and challenging situations.	15	4.33	100.0			67%	33%	

Comments:

- She cares deeply about the engagement of her staff and has concern for those in need.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

Objectives

Summary Scores



31. Organizes and schedules events, activities, and resources.



32. Communicates goals and objectives to employees.



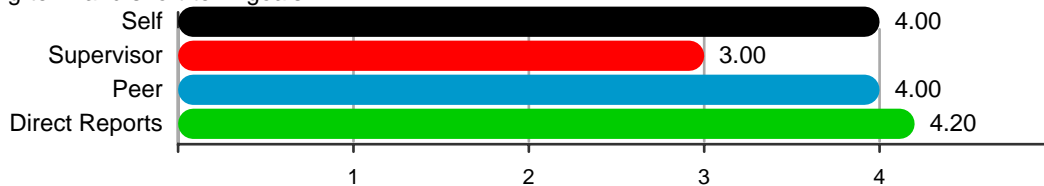
33. Effectively organizes resources and plans



34. Able to organize work.



35. Sets long-term and short-term goals.



Level of Skill

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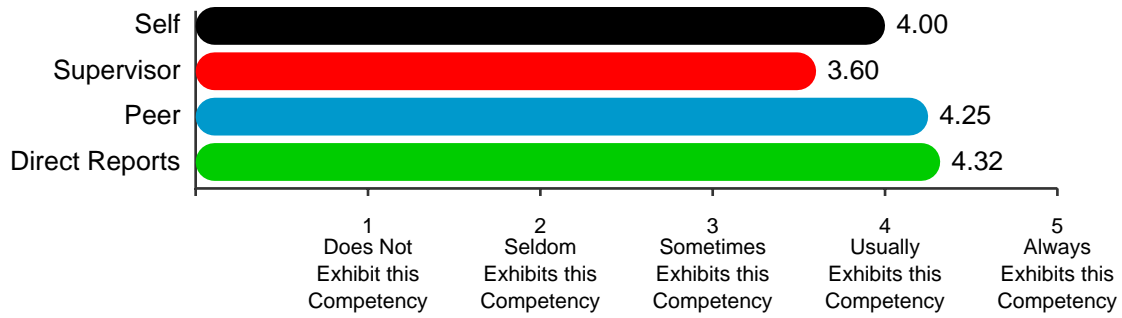
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Organizes and schedules events, activities, and resources.	15	4.07	80.0	20%		53%		27%
32. Communicates goals and objectives to employees.	15	4.47	100.0		53%		47%	
33. Effectively organizes resources and plans	15	4.13	80.0	20%		47%		33%
34. Able to organize work.	15	4.13	86.7	13%		60%		27%
35. Sets long-term and short-term goals.	15	4.00	80.0	20%		60%		20%

Comments:

- Where do I even start to articulate how much I value about working with ____? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ____ is.
- I respect ____ and have turned to her for advice.
- Collaboration and dissemination of information and projects is something ____ does well.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- ____ is very approachable and ensures the best for all employees in the department.
- ____ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.

Teamwork

Summary Scores



36. Works cooperatively with others to solve problems.



37. Provides assistance and support to other team members when needed



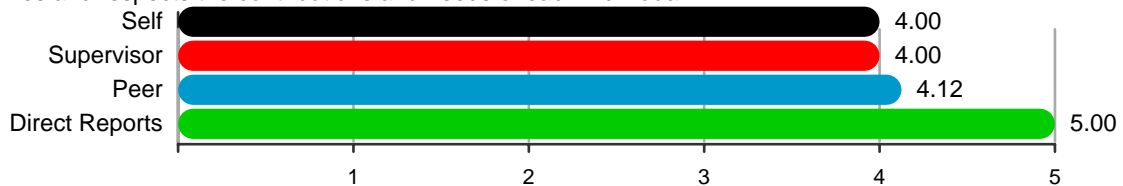
38. Actively participates in the work of teams; seeks and listens to others' contributions



39. Encourages teamwork and collaboration.



40. Recognizes and respects the contributions and needs of each individual.



Level of Skill

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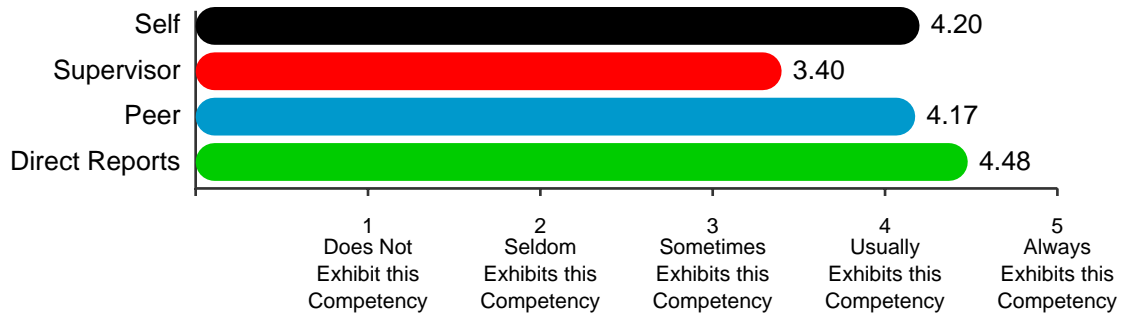
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Works cooperatively with others to solve problems.	15	4.33	100.0				67%	33%
37. Provides assistance and support to other team members when needed	15	3.93	80.0	13%	7%		53%	27%
38. Actively participates in the work of teams; seeks and listens to others' contributions	15	4.27	86.7		13%		47%	40%
39. Encourages teamwork and collaboration.	15	4.13	86.7		13%		60%	27%
40. Recognizes and respects the contributions and needs of each individual.	15	4.40	93.3		7%		47%	47%

Comments:

- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- She is a great teammate.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- ___ listens to her staff and delegates responsibilities as appropriate.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.

Planning

Summary Scores



41. Is able to clearly articulate the plan for the department/district.



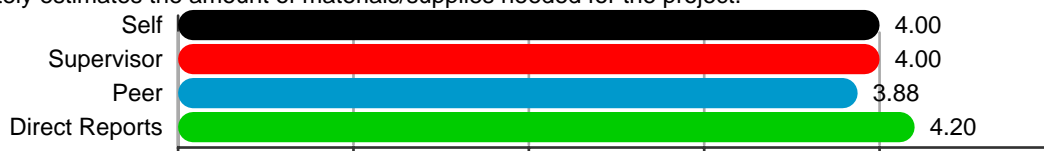
42. Anticipates the impacts of strategic plans.



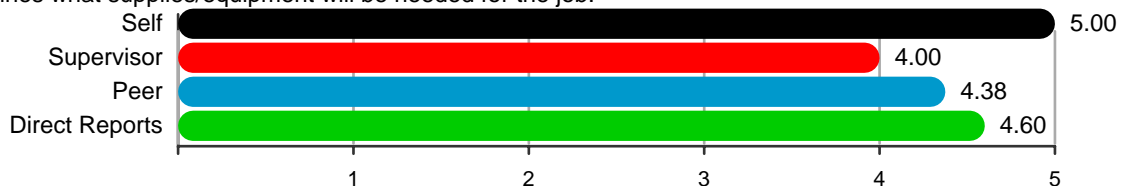
43. Able to identify the needs of the department before a major change.



44. Accurately estimates the amount of materials/supplies needed for the project.



45. Determines what supplies/equipment will be needed for the job.



Level of Skill

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41. Is able to clearly articulate the plan for the department/district.	15	4.33	93.3	7%	53%	40%		
42. Anticipates the impacts of strategic plans.	15	4.20	80.0	20%	40%	40%		
43. Able to identify the needs of the department before a major change.	15	4.13	86.7	13%	60%	27%		
44. Accurately estimates the amount of materials/supplies needed for the project.	15	4.00	86.7	13%	73%	13%		
45. Determines what supplies/equipment will be needed for the job.	15	4.47	93.3	7%	40%	53%		

Comments:

- Look up collaboration and you'll find ___'s picture beside the word.
- Does excellent job, always.
- I garner ideas from her regularly and look to her as a mentor.
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- I enjoy working with ___ and look forward to future opportunities for collaboration.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.

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?

- ___ 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.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- I really enjoy working with ___ and I respect her as a leader and role model.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- She can ask a question and truly listen to the answer before giving feedback.

What do you like best about working with this individual?

- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- ___ could also improve her ability to work with the framework of a team. ___ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- She has a very engaging style which generates trust and respect.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.

What do you like least about working with this individual?

- ___ is approachable and professional in her interaction with staff and with customers.
- ___ does a great job in supporting and engaging all of her employees.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.

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

- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- I value and appreciate ___ very much.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

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

- I appreciate the straight forward style of leadership ___ uses.
- Always available to give us what we need to succeed.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.

Any final comments?

- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- I really enjoy working with ___. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.