



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.

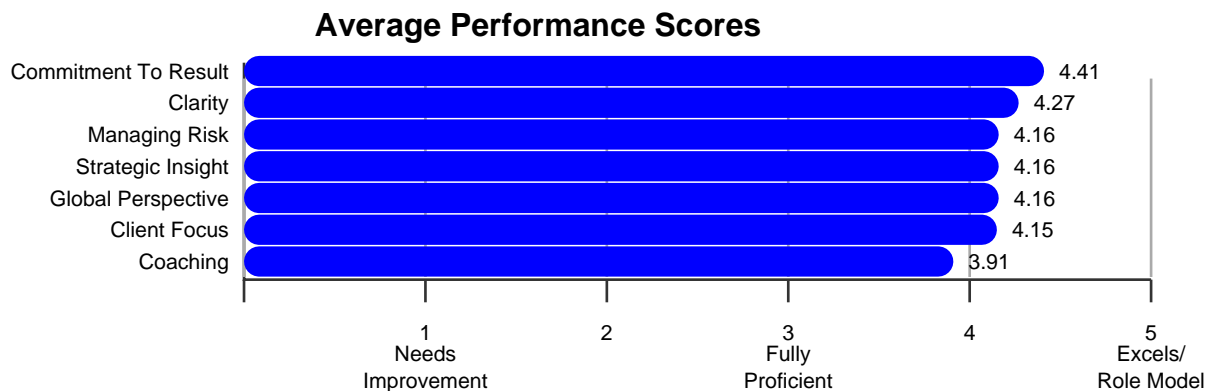
What to Do with Your Feedback

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 7 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. Takes immediate action toward goals.



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



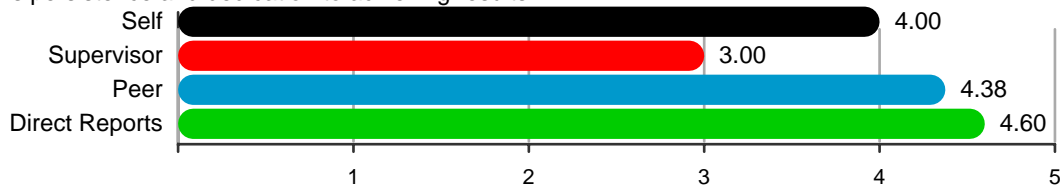
3. Creates a sense of urgency among the store team members to complete activities, which drive sales.



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



5. Maintains persistence and dedication to achieving results.



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. Takes immediate action toward goals.	15	4.20	93.3	7%	67%	27%
2. Coordinates all department activities into a cohesive team effort.	15	4.87	100.0	13%	87%	
3. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.27	93.3	7%	60%	33%
4. Able to focus on a task even when working alone.	15	4.40	86.7	13%	33%	53%
5. Maintains persistence and dedication to achieving results.	15	4.33	93.3	7%	53%	40%

Comments:

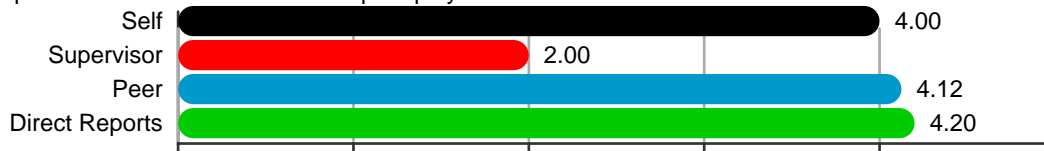
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- I respect ___ and have turned to her for advice.

Clarity

Summary Scores



6. Clarifies problems and their causes to help employees correct them.



7. Is clear about the roles and duties of team members.



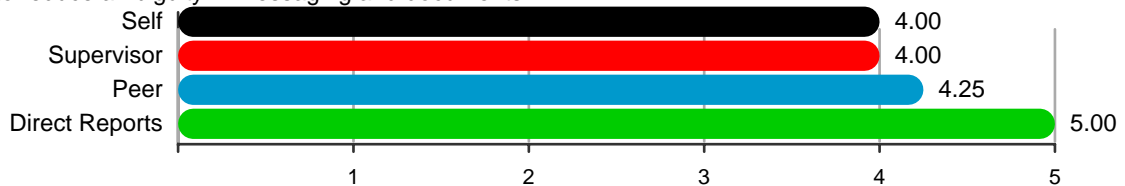
8. Communicates ideas and facts clearly and effectively in writing.



9. Attends to the important details of a job or task.



10. Seeks to reduce ambiguity in messaging and documents.



Level of Skill

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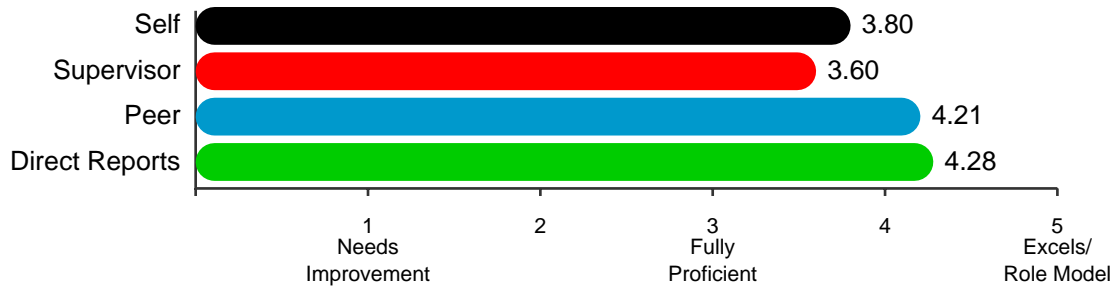
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Clarifies problems and their causes to help employees correct them.	15	4.00	80.0	7%	13%	53%		27%
7. Is clear about the roles and duties of team members.	15	4.07	80.0		20%	53%		27%
8. Communicates ideas and facts clearly and effectively in writing.	15	4.33	93.3	7%		47%		47%
9. Attends to the important details of a job or task.	15	4.47	93.3	7%		40%		53%
10. Seeks to reduce ambiguity in messaging and documents.	15	4.47	93.3	7%		40%		53%

Comments:

- 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.
- Dependability, with whatever is needed.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.

Managing Risk

Summary Scores



11. Bases decisions on patterns found in fluid/changing information.



12. Creates a risk management strategy for the organization.



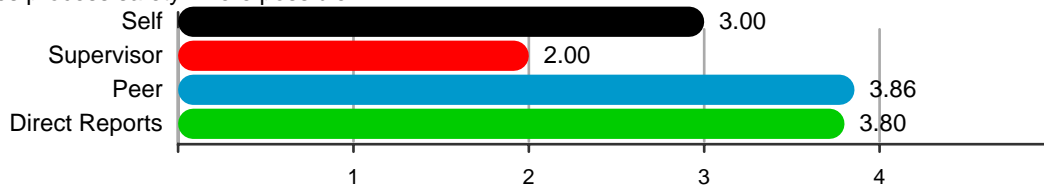
13. Committed to implementing rules and procedures to minimize risk.



14. Tracks risks in a project.



15. Improves process safety where possible.



Level of Skill

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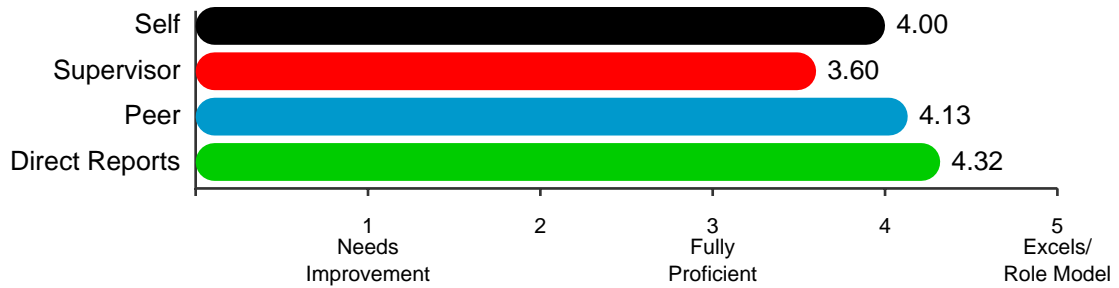
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Bases decisions on patterns found in fluid/changing information.	15	4.60	100.0	40%	60%	
12. Creates a risk management strategy for the organization.	15	4.27	100.0	73%	27%	
13. Committed to implementing rules and procedures to minimize risk.	15	4.33	100.0	67%	33%	
14. Tracks risks in a project.	15	3.93	73.3	27%	53%	20%
15. Improves process safety where possible.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.

Client Focus

Summary Scores



16. Is aware of the client's needs.



17. Is honest in all communication with the clients.



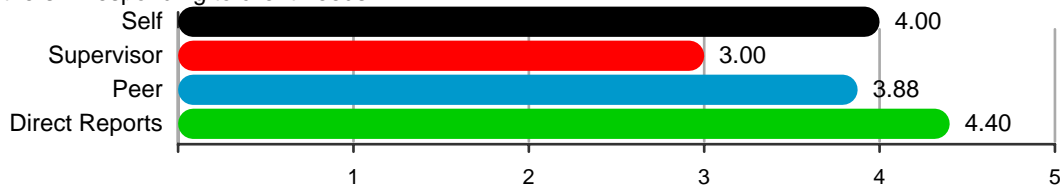
18. Builds trust with the client.



19. Treats clients with courtesy and respect.



20. Helps others in responding to client needs.



Level of Skill

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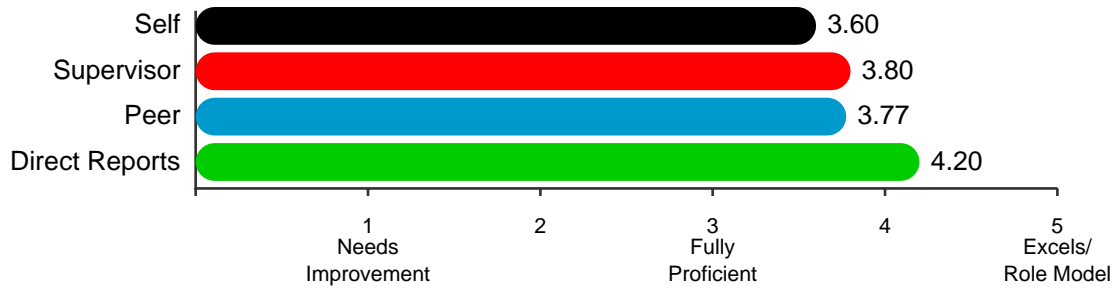
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Is aware of the client's needs.	15	4.33	86.7	13%	40%	47%	
17. Is honest in all communication with the clients.	15	4.27	93.3	7%	60%	33%	
18. Builds trust with the client.	14	4.00	92.9	7%	86%	7%	
19. Treats clients with courtesy and respect.	14	4.14	85.7	7%	7%	50%	36%
20. Helps others in responding to client needs.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Positive energy and a team player.
- She is well respected.
- 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.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

Coaching

Summary Scores



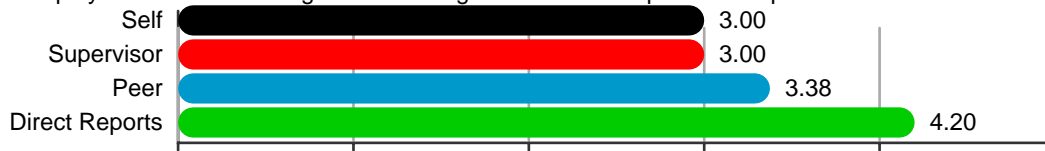
21. Conducts regular performance appraisals and feedback.



22. Helps employees to maintain high personal standards.



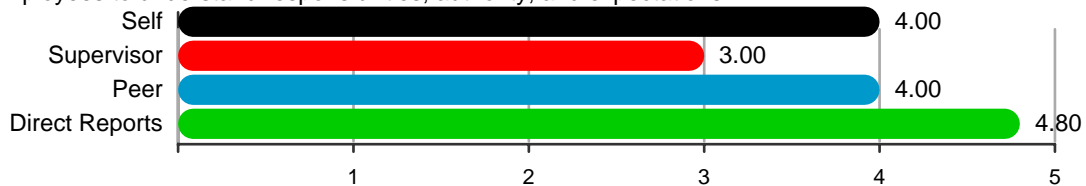
23. Coaches employees in how to strengthen knowledge and skills to improve work performance.



24. Addresses employee behavior problems effectively.



25. Helps employees to understand responsibilities, authority, and expectations.



Level of Skill

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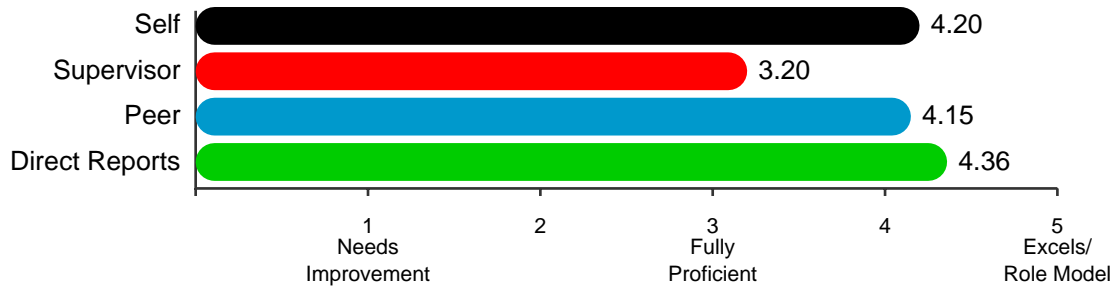
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Conducts regular performance appraisals and feedback.	15	4.00	66.7	13%	20%	20%	47%
22. Helps employees to maintain high personal standards.	15	3.47	53.3	13%	33%	47%	7%
23. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.60	66.7	13%	20%	60%	7%
24. Addresses employee behavior problems effectively.	15	4.27	86.7	7%	7%	40%	47%
25. Helps employees to understand responsibilities, authority, and expectations.	15	4.20	80.0	7%	13%	33%	47%

Comments:

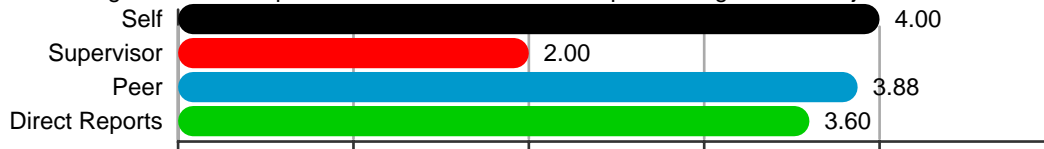
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- She interacts effectively with our most difficult customers.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!

Strategic Insight

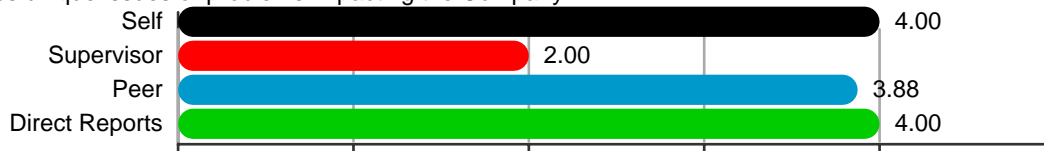
Summary Scores



26. Formulates strategies and action plans to ensure successful completion of goals and objectives.



27. Analyzes unique issues or problems impacting the Company.



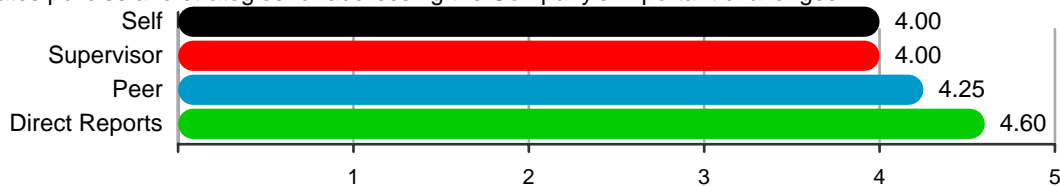
28. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



29. Analyzes records and reports to obtain insight into potential issues and trends.



30. Formulates policies and strategies for addressing the Company's important challenges.



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).

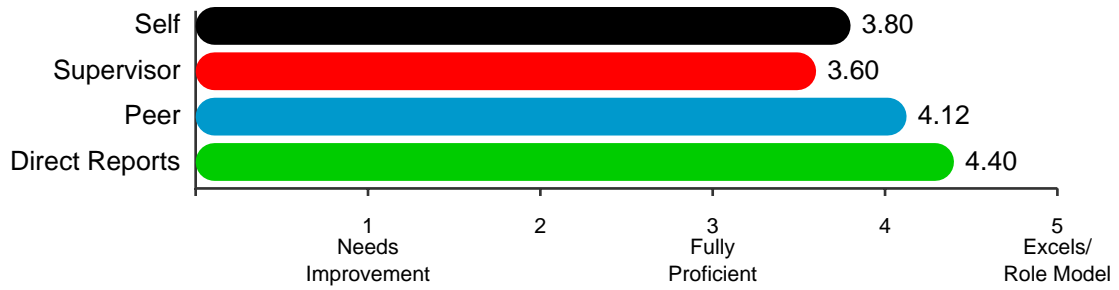
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.67	66.7	20%	13%	47%		20%
27. Analyzes unique issues or problems impacting the Company.	15	3.80	73.3	20%	7%	47%		27%
28. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.33	86.7	13%		40%		47%
29. Analyzes records and reports to obtain insight into potential issues and trends.	15	4.67	100.0			33%		67%
30. Formulates policies and strategies for addressing the Company's important challenges.	15	4.33	100.0			67%		33%

Comments:

- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- Provides coaching for developing team leaders to help them meet their goals.
- Detail oriented
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- She inspires us to remember that as leaders, anything's possible.

Global Perspective

Summary Scores



31. Demonstrates working knowledge of global transactions.



32. Applies knowledge of overseas markets.



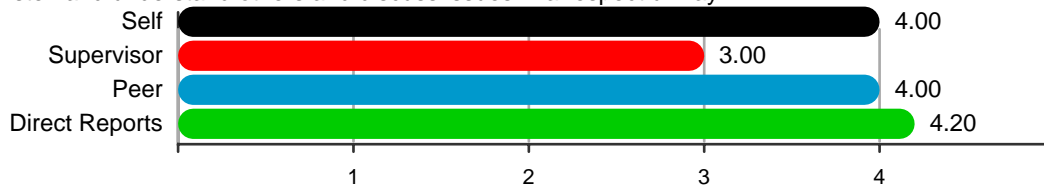
33. Demonstrates a curiosity about diverse individuals and cultures.



34. Is aware of the culture, behaviors, identities and beliefs of others.



35. Able to listen and understand others and discuss issues in a respectful way.



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
31. Demonstrates working knowledge of global transactions.	15	4.07	80.0	20%	53%	27%
32. Applies knowledge of overseas markets.	15	4.47	100.0		53%	47%
33. Demonstrates a curiosity about diverse individuals and cultures.	15	4.13	80.0	20%	47%	33%
34. Is aware of the culture, behaviors, identities and beliefs of others.	15	4.13	86.7	13%	60%	27%
35. Able to listen and understand others and discuss issues in a respectful way.	15	4.00	80.0	20%	60%	20%

Comments:

- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- 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.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.

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 aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- ___ established an environment in which teamwork and creativity flourished.
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.

What do you like best about working with this individual?

- She gives you confidence knowing she always has your back.
- There is room for improvement in all these elements.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She'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 she's most engaged and focused on the specific issue before us.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.

What do you like least about working with this individual?

- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- I admire her ability to see the big picture (both within our walls and outside our walls).

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

- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- Timeliness and accountability of projects.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.

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

- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- Is very upbeat and quick to contribute to the team.
- You can count on ___ to be honest and stay true to commitments.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- Under her leadership, the department teams have become very cohesive.

Any final comments?

- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- 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.
- ___ provides opportunities for her staff to grow professionally and encourages them.