



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.

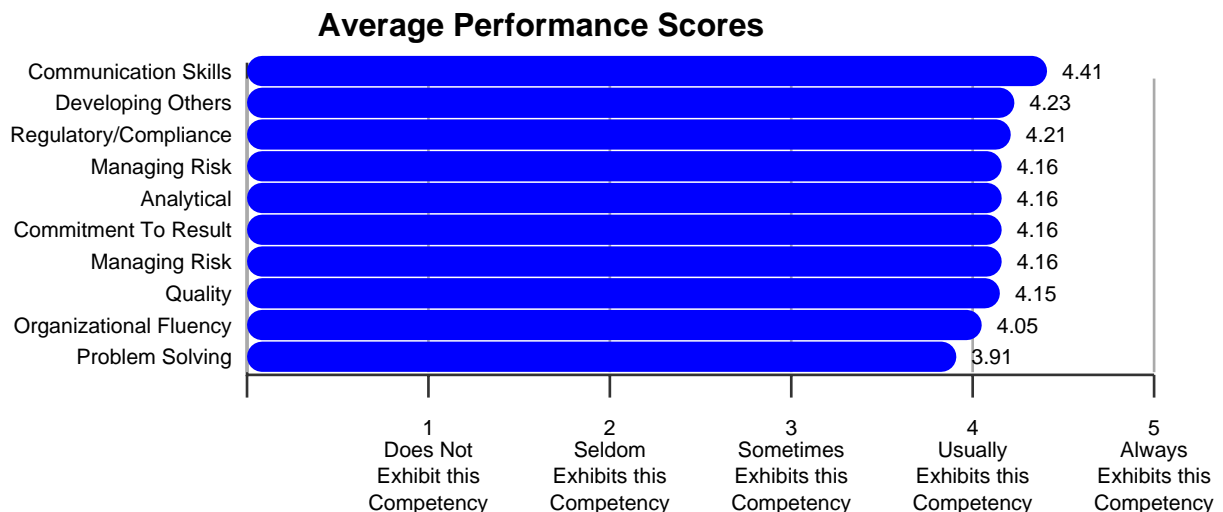
What to Do with Your Feedback

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 10 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.



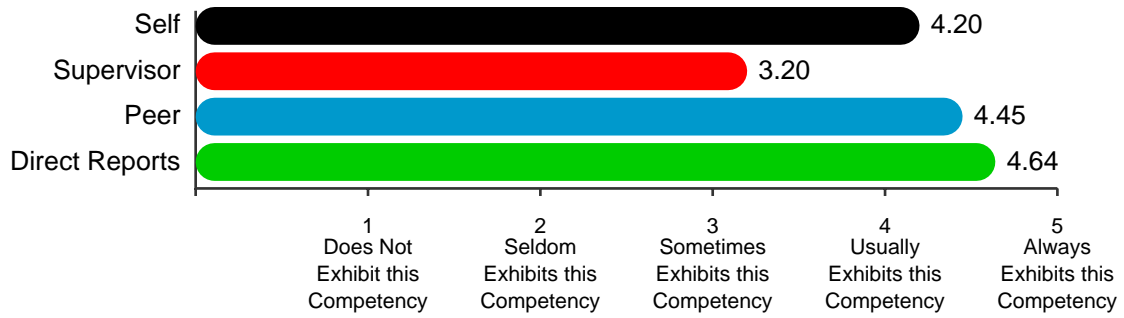
Gap Analysis

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.



Communication Skills

Summary Scores



1. Delivers information in a clear, concise, and logical manner.



2. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



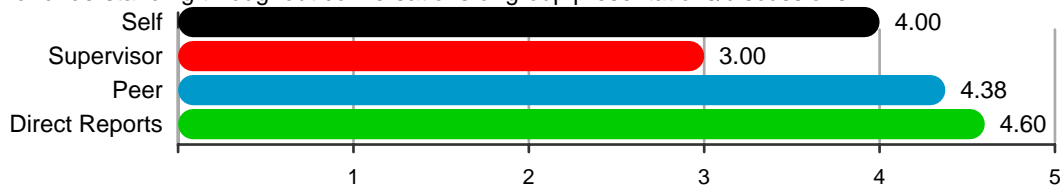
3. Coaches others and provides feedback on the use of different oral communication styles for different audiences



4. Delivers well-prepared, informed, poised and succinct presentations.



5. Checks for understanding throughout conversations or group presentations/discussions



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).

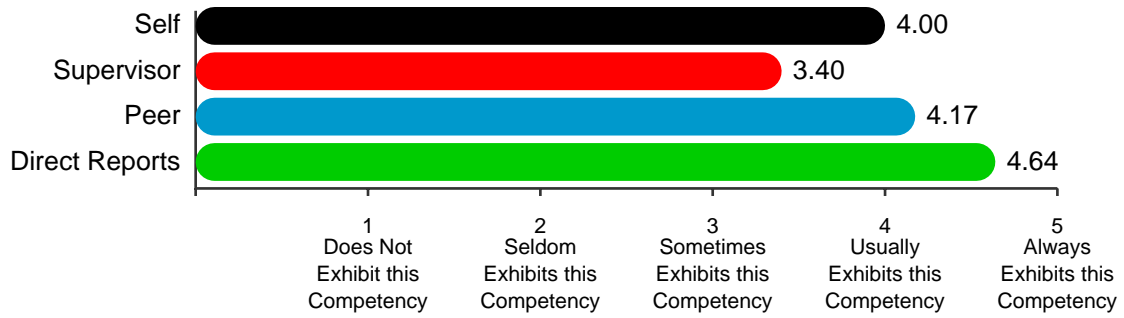
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Delivers information in a clear, concise, and logical manner.	15	4.20	93.3	7%		67%		27%
2. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	4.87	100.0	13%		87%		
3. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	4.27	93.3	7%		60%		33%
4. Delivers well-prepared, informed, poised and succinct presentations.	15	4.40	86.7	13%	33%		53%	
5. Checks for understanding throughout conversations or group presentations/discussions	15	4.33	93.3	7%		53%		40%

Comments:

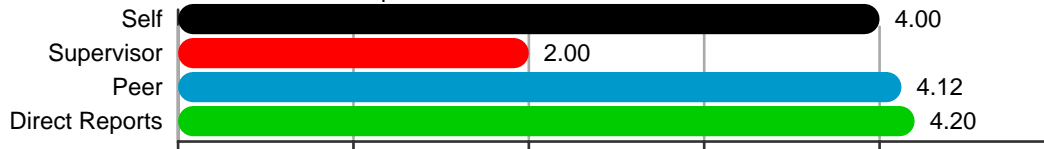
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ is a wonderful person to work for.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.

Managing Performance

Summary Scores



6. Establishes indicators to measure levels of performance.



7. Ensures employees understand their performance expectations.



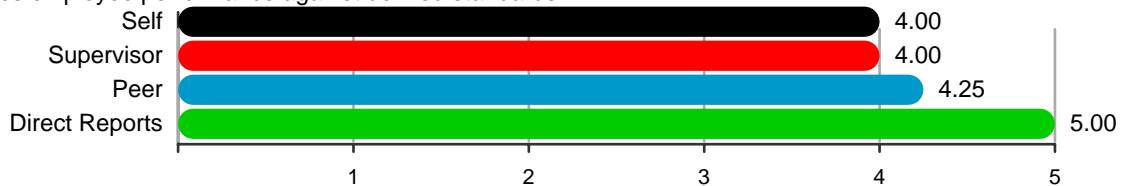
8. Addresses poor performance sooner rather than later.



9. Prioritizes the work of others.



10. Assesses employee performance against defined standards.



Level of Skill

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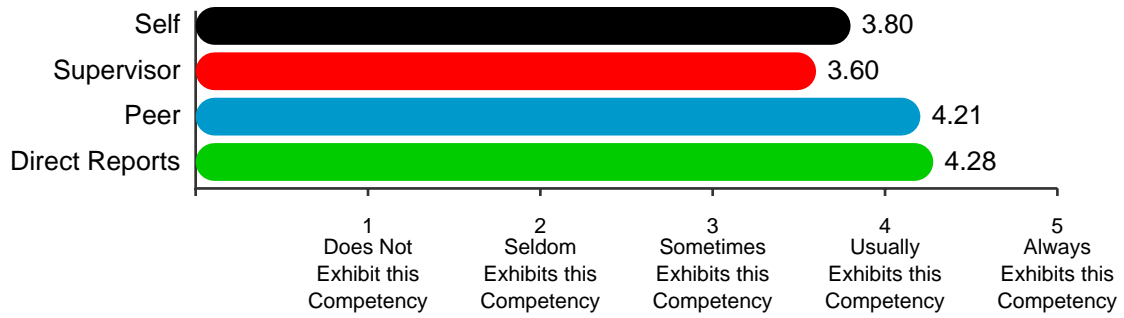
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Establishes indicators to measure levels of performance.	15	4.00	80.0	7%	13%	53%	27%	
7. Ensures employees understand their performance expectations.	15	4.07	80.0		20%	53%	27%	
8. Addresses poor performance sooner rather than later.	15	4.33	93.3	7%	47%		47%	
9. Prioritizes the work of others.	15	4.47	93.3	7%	40%		53%	
10. Assesses employee performance against defined standards.	15	4.47	93.3	7%	40%		53%	

Comments:

- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- _____ 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.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- He seems to be well respected from members of his own team as well.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.

Analytical

Summary Scores



11. Analyzes data and information from several sources and arrives at logical conclusions.



12. Asks the "right" questions to size up or evaluate situations.



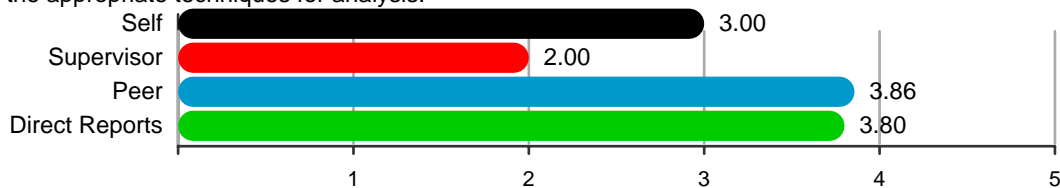
13. Analyzes issues and reduces them to their component parts.



14. Uses appropriate techniques to solve problems.



15. Selects the appropriate techniques for analysis.



Level of Skill

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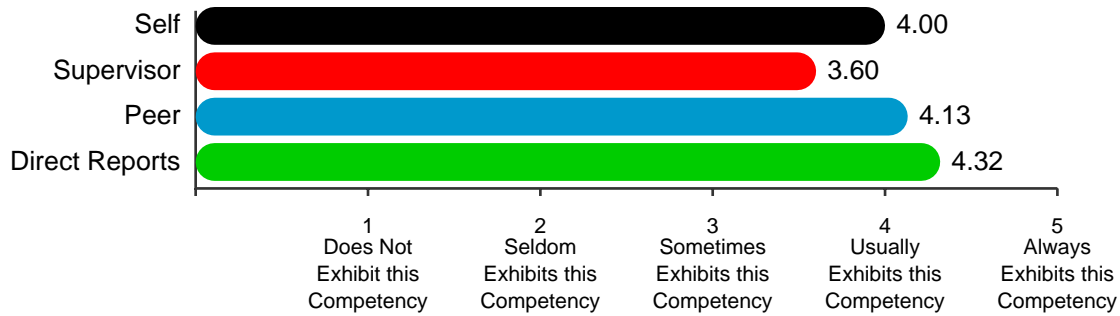
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Analyzes data and information from several sources and arrives at logical conclusions.	15	4.60	100.0			40%	60%	
12. Asks the "right" questions to size up or evaluate situations.	15	4.27	100.0			73%		27%
13. Analyzes issues and reduces them to their component parts.	15	4.33	100.0			67%		33%
14. Uses appropriate techniques to solve problems.	15	3.93	73.3	27%		53%		20%
15. Selects the appropriate techniques for analysis.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- Our desire to improve loss rates has been encouraged and supported by _____.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- I have seen improvement and will try to encourage even more growth.

Quality

Summary Scores



16. Encourages employees to produce the best quality products.



17. Holds employees accountable for their quality of work.



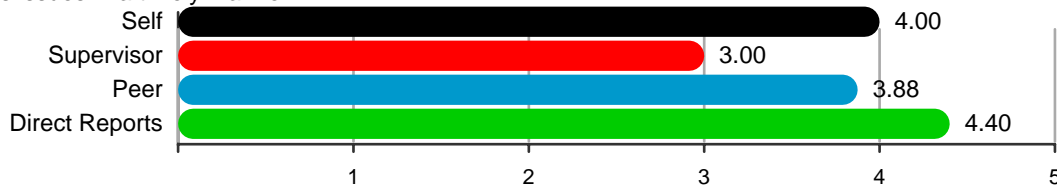
18. Analyze what occurred and re-adjusts accordingly when goals are not met.



19. Encourages others to produce the highest quality work products.



20. Corrects issues in a timely manner.



Level of Skill

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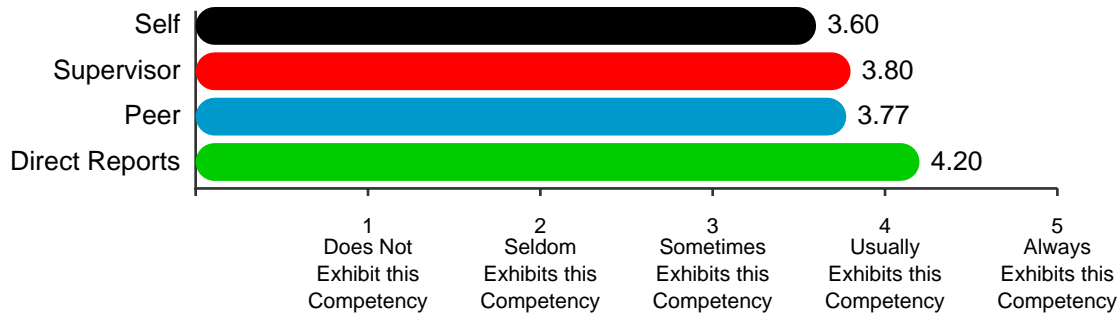
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Encourages employees to produce the best quality products.	15	4.33	86.7	13%		40%	47%	
17. Holds employees accountable for their quality of work.	15	4.27	93.3	7%		60%	33%	
18. Analyze what occurred and re-adjusts accordingly when goals are not met.	14	4.00	92.9	7%		86%		7%
19. Encourages others to produce the highest quality work products.	14	4.14	85.7	7%	7%	50%		36%
20. Corrects issues in a timely manner.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- _____ consistently asks how the day is going, if he can help us at all.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- _____ is a great leader. His team has been through a lot of change. _____ is focused on building his team and helping them through the change.
- He is determined to find the answer to any problem or obstacle in his way.

Problem Solving

Summary Scores



21. Identifies and assesses all potential responses to a problem.



22. Finds creative ways to get things done with limited resources.



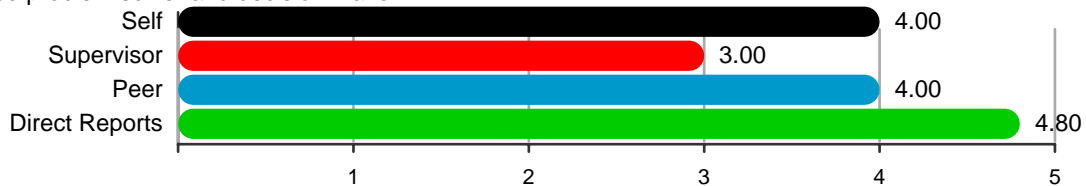
23. Effective in solving problems.



24. Identifies fresh approaches and shows a willingness to question traditional assumptions.



25. Is a good problem solver and decision maker



Level of Skill

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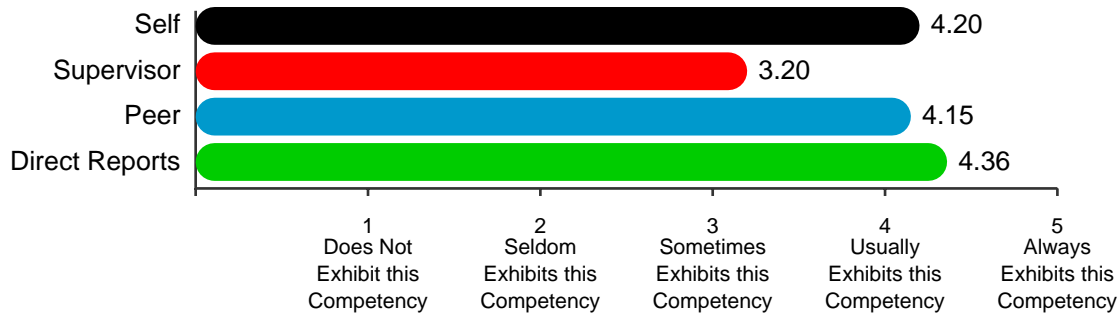
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Identifies and assesses all potential responses to a problem.	15	4.00	66.7	13%	20%	20%	47%	
22. Finds creative ways to get things done with limited resources.	15	3.47	53.3	13%	33%	47%	7%	
23. Effective in solving problems.	15	3.60	66.7	13%	20%	60%	7%	
24. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	4.27	86.7	7%	7%	40%	47%	
25. Is a good problem solver and decision maker	15	4.20	80.0	7%	13%	33%	47%	

Comments:

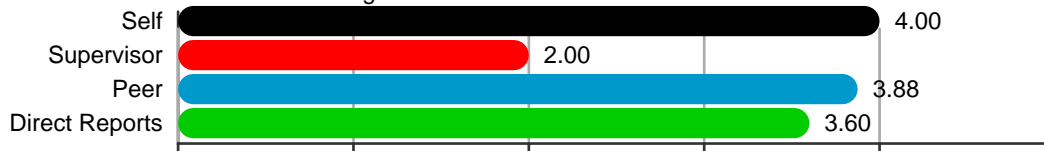
- He has established credibility and trust with all the directors and managers.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- Is extremely knowledgable and is always continuing his education to stay up to date.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- _____ is a great manager to work for.

Commitment To Result

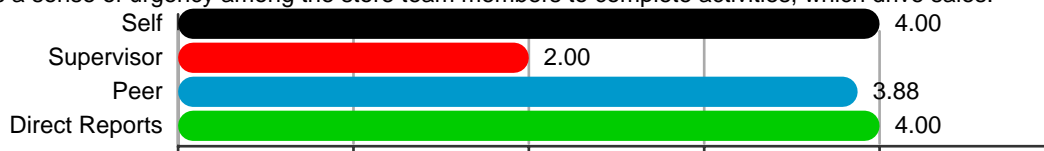
Summary Scores



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



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



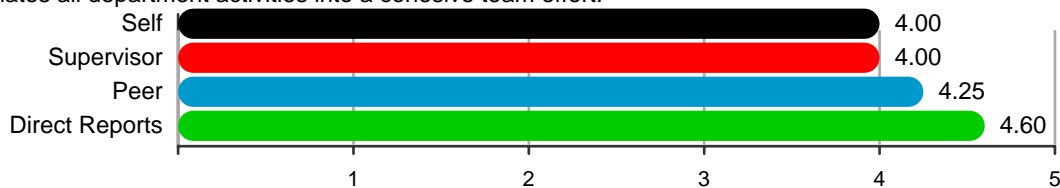
28. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



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



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



Level of Skill

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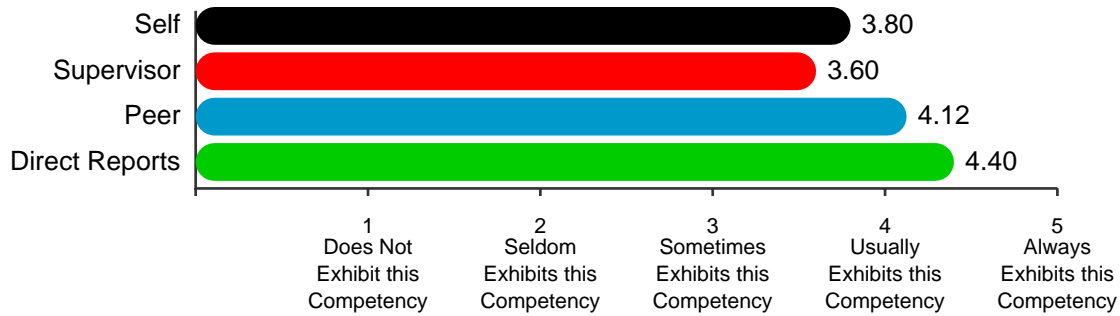
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Able to focus on a task even when working alone.	15	3.67	66.7	20%	13%	47%	20%	
27. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.80	73.3	20%	7%	47%	27%	
28. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.33	86.7		13%	40%	47%	
29. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.67	100.0			33%	67%	
30. Coordinates all department activities into a cohesive team effort.	15	4.33	100.0			67%	33%	

Comments:

- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- I appreciate his receptiveness and openness and his sense of humor.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- He is a great manager and person to work for/with.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.

Managing Risk

Summary Scores



31. Recognizes that small changes may snowball into major events.



32. Rewards innovative experiments to try new ideas.



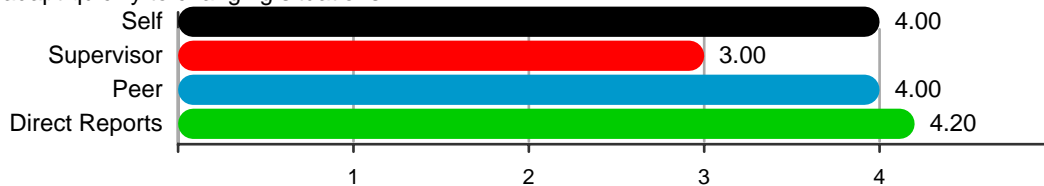
33. Gathers information regarding potential risks.



34. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.



35. Able to adapt quickly to changing situations.



Level of Skill

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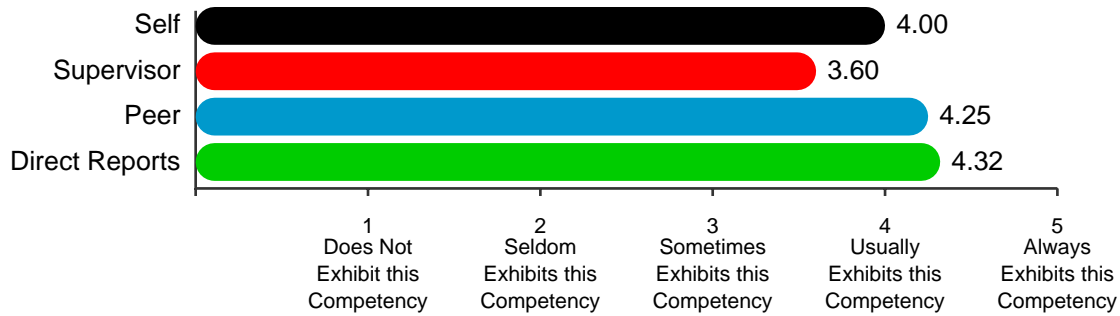
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Recognizes that small changes may snowball into major events.	15	4.07	80.0	20%		53%		27%
32. Rewards innovative experiments to try new ideas.	15	4.47	100.0			53%		47%
33. Gathers information regarding potential risks.	15	4.13	80.0	20%		47%		33%
34. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	4.13	86.7	13%		60%		27%
35. Able to adapt quickly to changing situations.	15	4.00	80.0	20%		60%		20%

Comments:

- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- Seek and provide critical feedback.
- _____ has a calm and professional style.
- Confidence is the only thing I think he needs to improve on.

Regulatory/Compliance

Summary Scores



36. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.



37. Performs regular compliance audits.



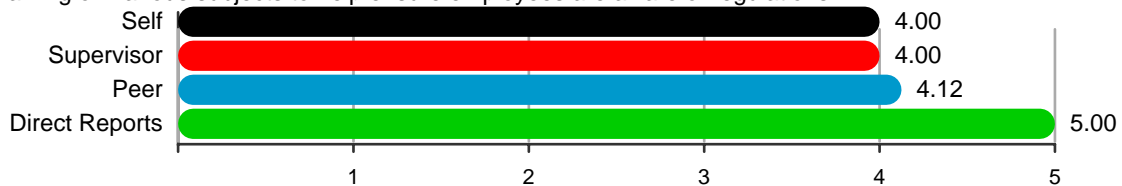
38. Knows who to contact at various regulatory agencies if needed.



39. Creates and maintains necessary regulatory documentation.



40. Offers training on various subjects to help ensure employees are aware of regulations.



Level of Skill

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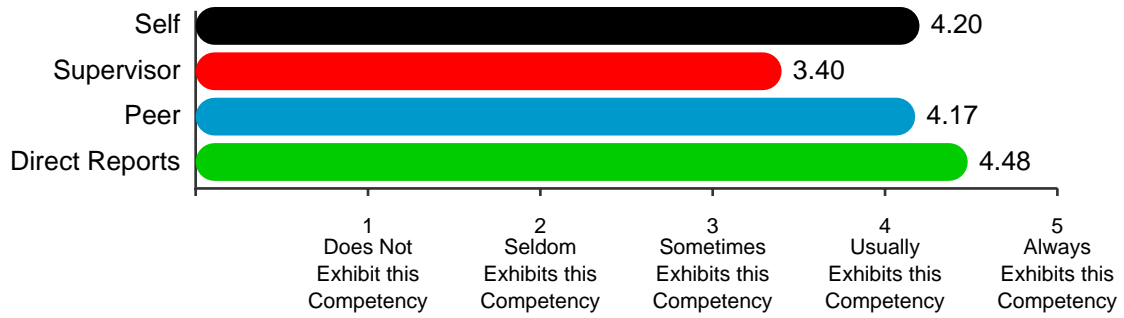
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	4.33	100.0			67%		33%
37. Performs regular compliance audits.	15	3.93	80.0	13%	7%	53%		27%
38. Knows who to contact at various regulatory agencies if needed.	15	4.27	86.7		13%	47%		40%
39. Creates and maintains necessary regulatory documentation.	15	4.13	86.7		13%	60%		27%
40. Offers training on various subjects to help ensure employees are aware of regulations.	15	4.40	93.3		7%	47%		47%

Comments:

- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- _____ collaborates well with other departments and managers.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- _____ is a outstanding manager.
- He is a team player and willing to help other departments and staff when needed.

Developing Others

Summary Scores



41. Creates opportunities for professional development.



42. Recognizes and celebrates accomplishments of others.



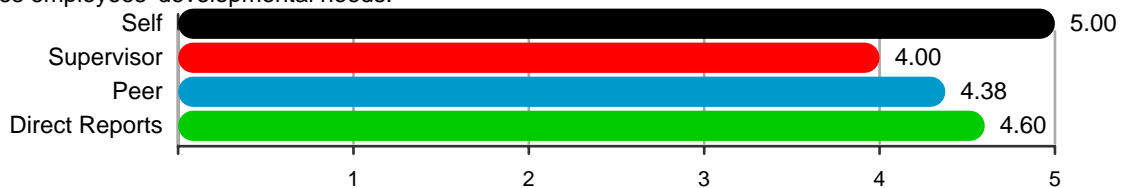
43. Creates a work environment that fosters positive feedback to employees.



44. Develops employees by offering and encouraging them to take on new or additional responsibilities.



45. Assesses employees' developmental needs.



Level of Skill

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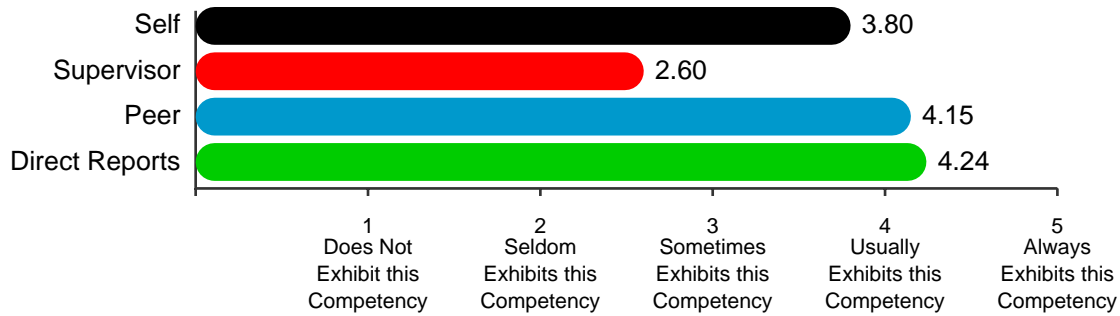
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Creates opportunities for professional development.	15	4.33	93.3	7%	53%	40%		
42. Recognizes and celebrates accomplishments of others.	15	4.20	80.0	20%	40%	40%		
43. Creates a work environment that fosters positive feedback to employees.	15	4.13	86.7	13%	60%	27%		
44. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.00	86.7	13%	73%	13%		
45. Assesses employees' developmental needs.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ has also come down to help our department when we have been very busy and needed help.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- _____ leads by example.
- He can ask a question and truly listen to the answer before giving feedback.

Organizational Fluency

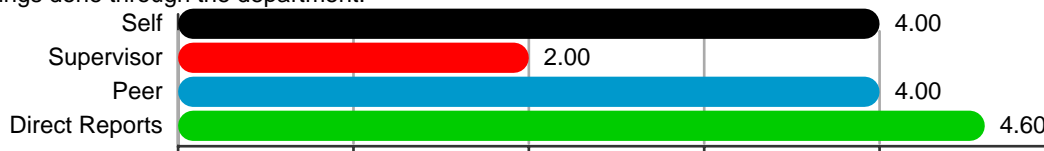
Summary Scores



46. Anticipates problems that may affect the department.



47. Gets things done through the department.



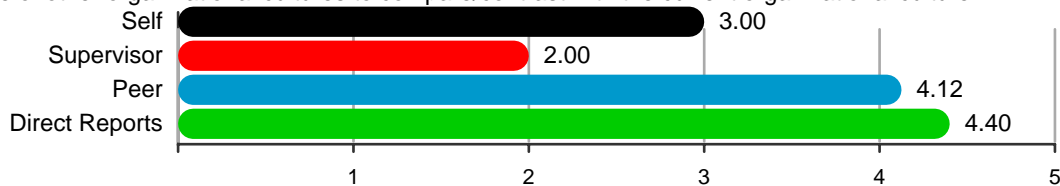
48. Effective in communicating with others within the organization.



49. Adept at navigating within the culture of the department.



50. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



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
46. Anticipates problems that may affect the department.	15	3.87	80.0	7%	13%	67%	13%	
47. Gets things done through the department.	15	4.07	86.7	13%		53%	33%	
48. Effective in communicating with others within the organization.	15	4.13	86.7		13%	60%	27%	
49. Adept at navigating within the culture of the department.	15	4.20	86.7	7%	7%	47%	40%	
50. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Provide more frequent development feedback.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.

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 believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- I appreciate his helpful and cheerful outlook!
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- _____ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.

What do you like best about working with this individual?

- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.

What do you like least about working with this individual?

- Closes off discussions with action plans.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- He has an open door policy and is available when needed.
- He has established credibility and trust with all the directors and managers.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.

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

- _____ has transitioned into the interim role with ease. . . it seems to have been a smooth transition for staff as well.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- He knows his material and obviously loves the continued learning that defines best practices.
- He has been and is a mentor for me.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.

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

- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.

- _____ collaborates well with other departments and managers.

Any final comments?

- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- _____ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- 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.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.