

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.

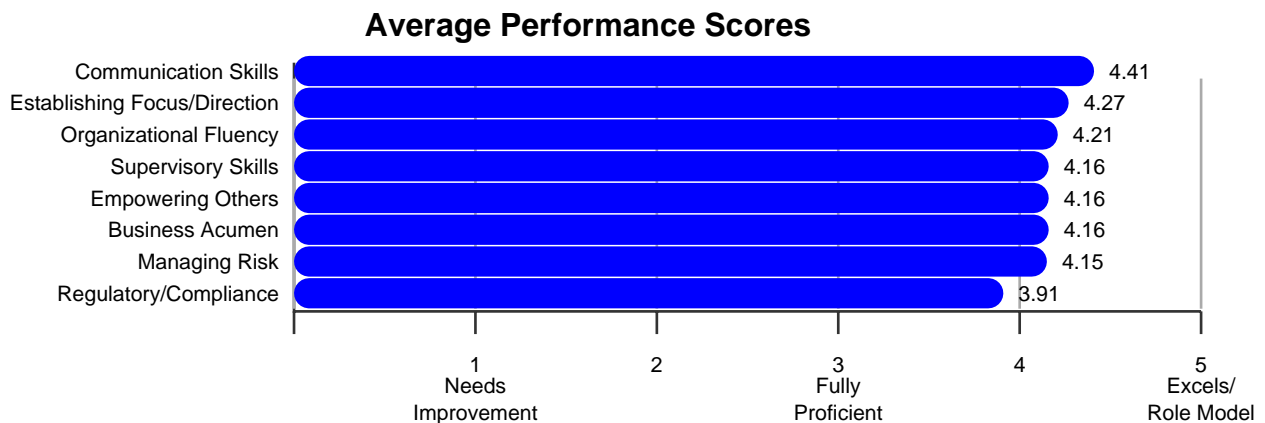
What to Do with Your Feedback

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

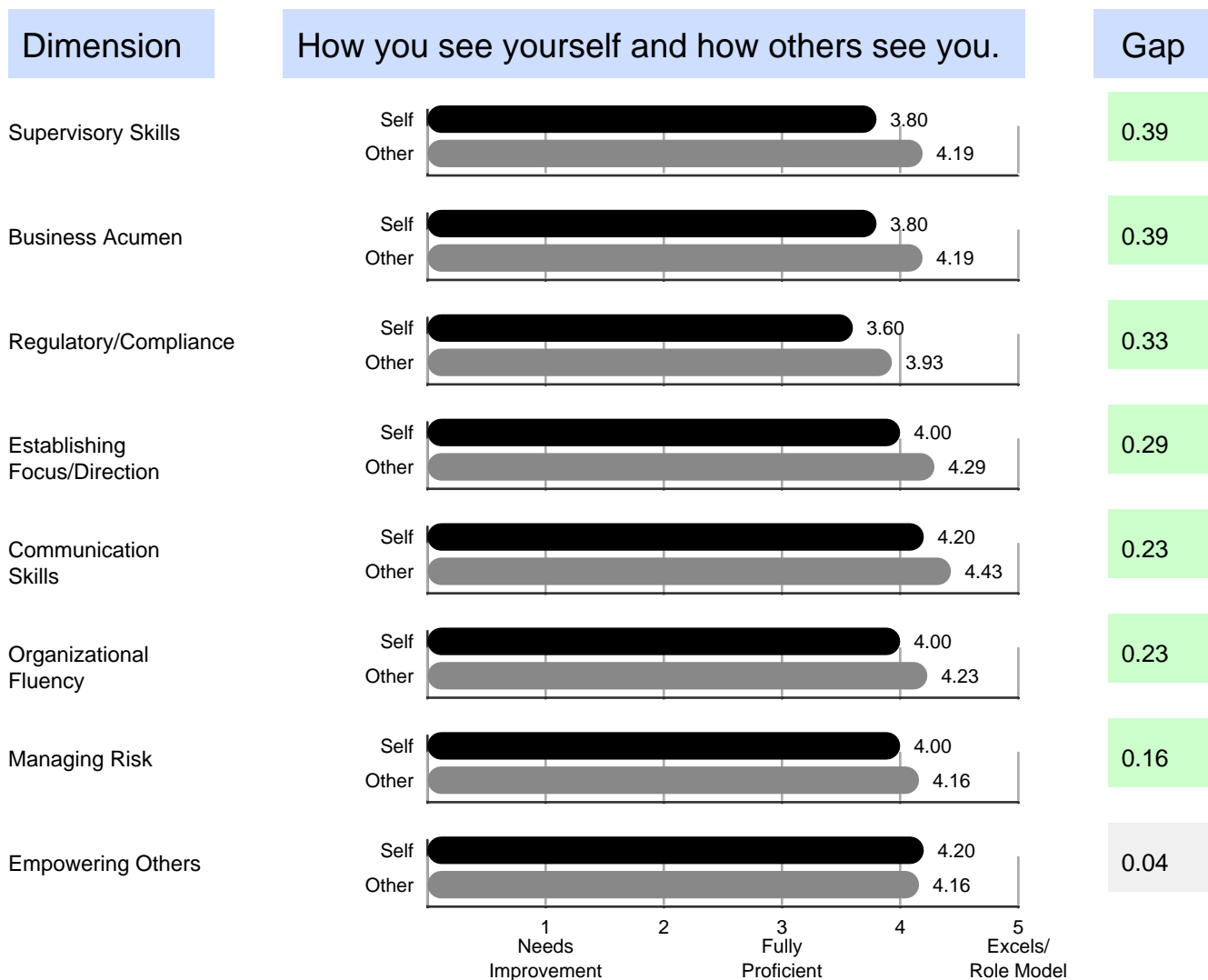
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



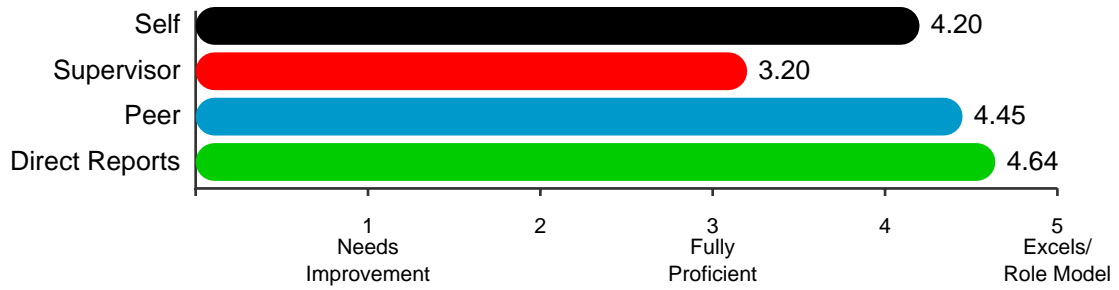
Gap Analysis

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. Deals with difficult situations calmly and confidently.



2. Is an effective communicator



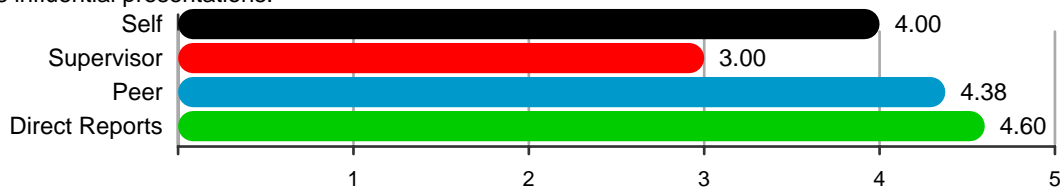
3. Coaches others and provides feedback on the use of different oral communication styles for different audiences



4. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



5. Delivers influential presentations.



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).

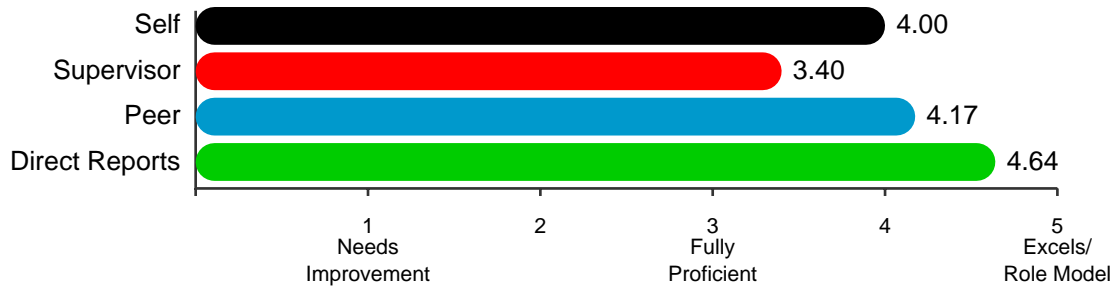
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Deals with difficult situations calmly and confidently.	15	4.20	93.3	7%	67%	27%
2. Is an effective communicator	15	4.87	100.0	13%	87%	
3. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	4.27	93.3	7%	60%	33%
4. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	4.40	86.7	13%	33%	53%
5. Delivers influential presentations.	15	4.33	93.3	7%	53%	40%

Comments:

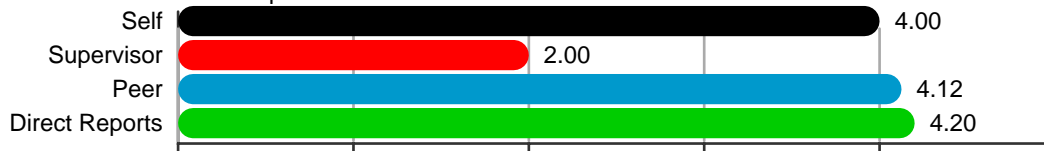
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- I believe I need to give her a chance to get into her position.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.

Establishing Focus/Direction

Summary Scores



6. Stays focused even when under pressure and stress.



7. Excellent at managing time.



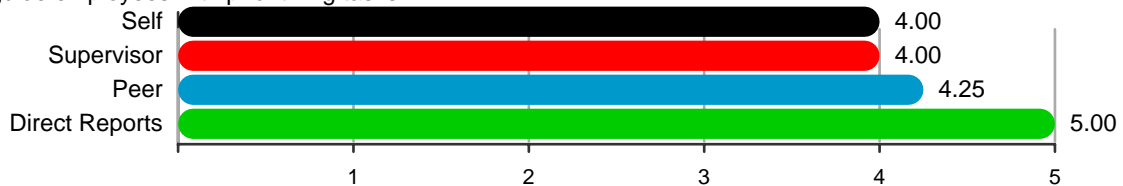
8. Aligns the department's goals with the goals of the organization.



9. Makes sure that employees understand how their work relates to organizational goals.



10. Helps guide employees with prioritizing tasks.



Level of Skill

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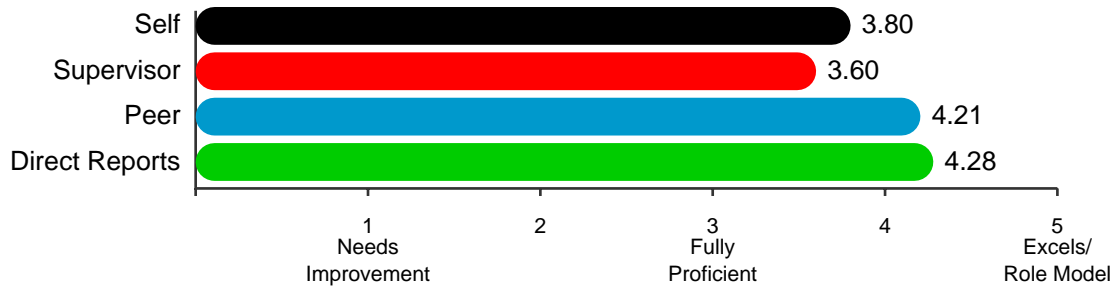
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Stays focused even when under pressure and stress.	15	4.00	80.0	7%	13%	53%	27%
7. Excellent at managing time.	15	4.07	80.0		20%	53%	27%
8. Aligns the department's goals with the goals of the organization.	15	4.33	93.3	7%		47%	47%
9. Makes sure that employees understand how their work relates to organizational goals.	15	4.47	93.3	7%		40%	53%
10. Helps guide employees with prioritizing tasks.	15	4.47	93.3	7%		40%	53%

Comments:

- Don't be afraid to ask questions when stuck on a task.
- ___ is a very effective leader and excellent communicator.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- She is a strength that supports department morale and work flow.

Supervisory Skills

Summary Scores



11. Provides timely and thorough performance evaluations of employees.



12. Recognizes those who have exceeded expectations.



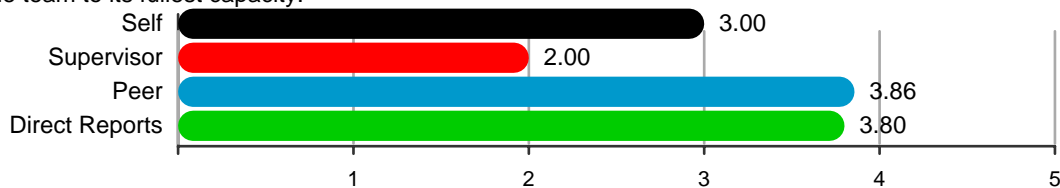
13. Values the opinions of subordinates.



14. Follows the company standard procedures for allocating assignments.



15. Uses the team to its fullest capacity.



Level of Skill

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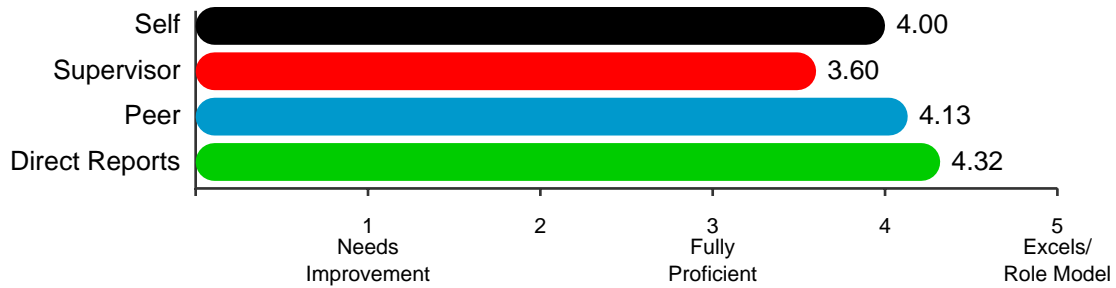
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Provides timely and thorough performance evaluations of employees.	15	4.60	100.0	40%	60%	
12. Recognizes those who have exceeded expectations.	15	4.27	100.0	73%	27%	
13. Values the opinions of subordinates.	15	4.33	100.0	67%	33%	
14. Follows the company standard procedures for allocating assignments.	15	3.93	73.3	27%	53%	20%
15. Uses the team to its fullest capacity.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- ___ has a calm and professional style.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.

Managing Risk

Summary Scores



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



17. Evaluates risks against acceptable risk levels.



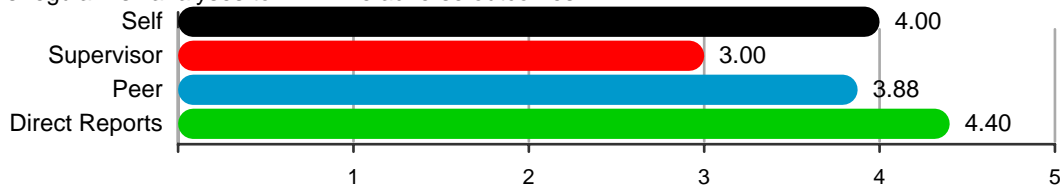
18. Implements changes to reduce the chances of critical incidents in the future.



19. Effectively responds to critical situations to reduce potential for losses.



20. Performs regular risk analyses to minimize adverse outcomes.



Level of Skill

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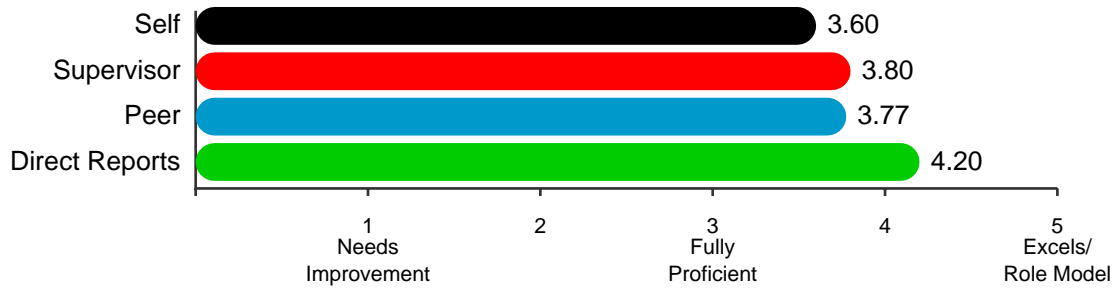
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Committed to implementing rules and procedures to minimize risk.	15	4.33	86.7	13%	40%	47%	
17. Evaluates risks against acceptable risk levels.	15	4.27	93.3	7%	60%	33%	
18. Implements changes to reduce the chances of critical incidents in the future.	14	4.00	92.9	7%	86%	7%	
19. Effectively responds to critical situations to reduce potential for losses.	14	4.14	85.7	7%	7%	50%	36%
20. Performs regular risk analyses to minimize adverse outcomes.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- She gives you confidence knowing she always has your back.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- 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.
- Very knowledgeable and always steps up if help is needed.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.

Regulatory/Compliance

Summary Scores



21. Works quickly to implement changes in regulations.



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



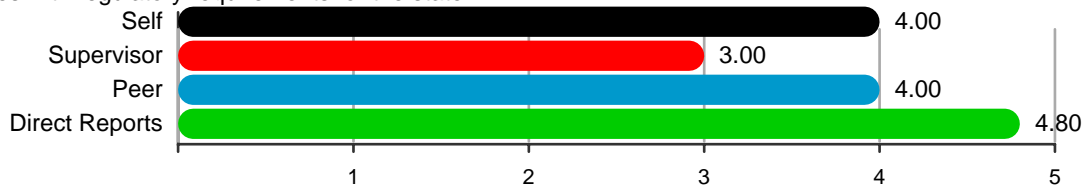
23. Creates documents and reports as needed to maintain compliance with regulations.



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



25. Complies with regulatory requirements for the state.



Level of Skill

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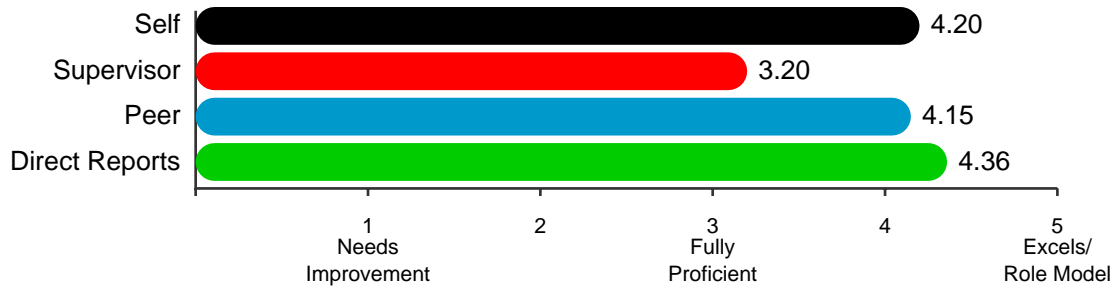
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Works quickly to implement changes in regulations.	15	4.00	66.7	13%	20%	20%	47%
22. Offers training on various subjects to help ensure employees are aware of regulations.	15	3.47	53.3	13%	33%	47%	7%
23. Creates documents and reports as needed to maintain compliance with regulations.	15	3.60	66.7	13%	20%	60%	7%
24. Knows who to contact at various regulatory agencies if needed.	15	4.27	86.7	7%	7%	40%	47%
25. Complies with regulatory requirements for the state.	15	4.20	80.0	7%	13%	33%	47%

Comments:

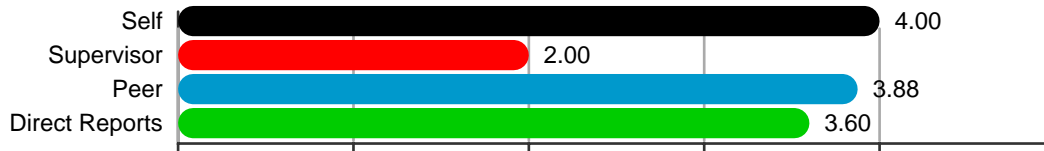
- just know going through the hiring process with her.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- ___ has a strong knowledge base and willingly shares information.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

Empowering Others

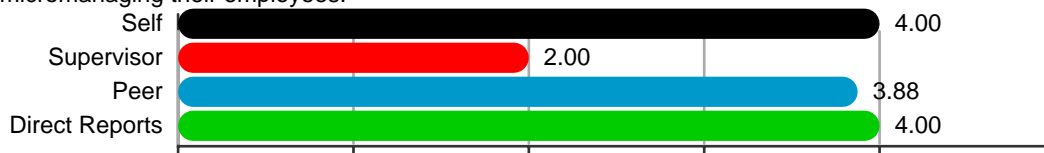
Summary Scores



26. Supports the decisions of others.



27. Avoids micromanaging their employees.



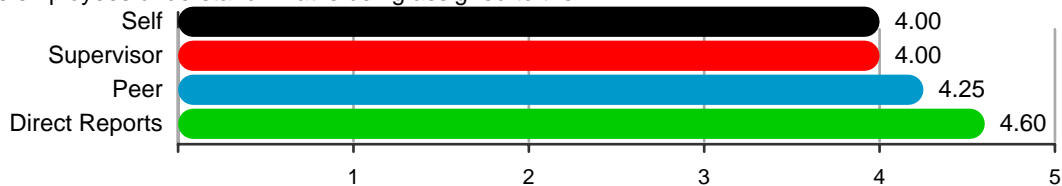
28. Encourages others to obtain necessary skills and training.



29. Sets clear goals for others to accomplish.



30. Ensures employees understand what is being assigned to them.



Level of Skill

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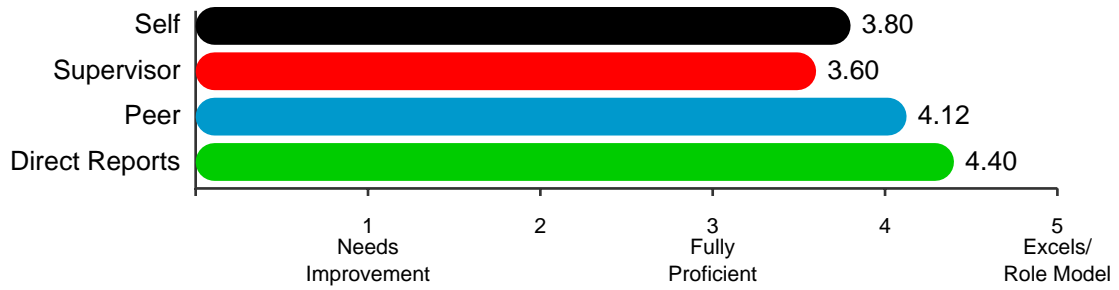
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Supports the decisions of others.	15	3.67	66.7	20%	13%	47%		20%
27. Avoids micromanaging their employees.	15	3.80	73.3	20%	7%	47%		27%
28. Encourages others to obtain necessary skills and training.	15	4.33	86.7	13%		40%		47%
29. Sets clear goals for others to accomplish.	15	4.67	100.0			33%		67%
30. Ensures employees understand what is being assigned to them.	15	4.33	100.0			67%		33%

Comments:

- ___ leads by example. Great Employee engagement.
- I appreciate her openness and availability to all the staff.
- ___ has nothing but [CompanyName]'s best interest at heart.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- ___ is always willing and routinely seeks opportunities to work with other departments.

Business Acumen

Summary Scores



31. Recognizes trends in underlying data.



32. Aware of regulations that impact our business.



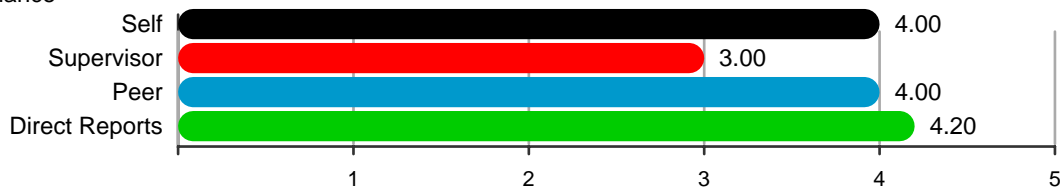
33. Understands consumer behaviors and how they may change in the future.



34. Knows how to use financial information to make an impact on the organization.



35. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

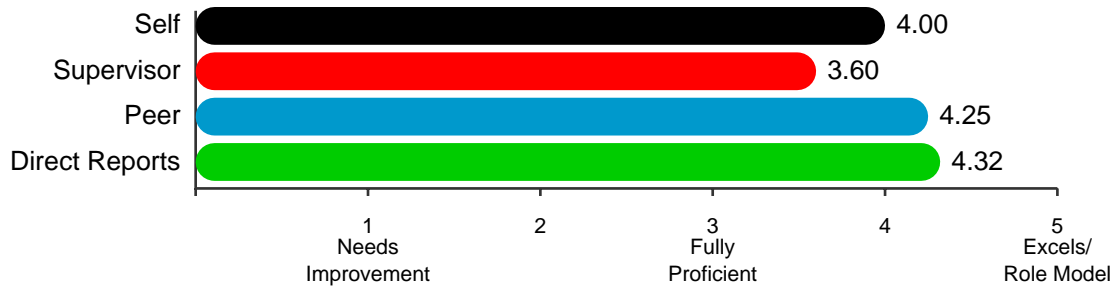
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Recognizes trends in underlying data.	15	4.07	80.0	20%	53%	27%
32. Aware of regulations that impact our business.	15	4.47	100.0		53%	47%
33. Understands consumer behaviors and how they may change in the future.	15	4.13	80.0	20%	47%	33%
34. Knows how to use financial information to make an impact on the organization.	15	4.13	86.7	13%	60%	27%
35. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.00	80.0	20%	60%	20%

Comments:

- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- She has integrity, dependability, and a desire to constantly improve.
- 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.
- Great to have you on the team!
- She always steps up and gets what needs to be done completed.
- ___ does not beat around the bush nor does she have hidden agendas.

Organizational Fluency

Summary Scores



36. Understands departmental policies and procedures.



37. Understands the current organizational culture.



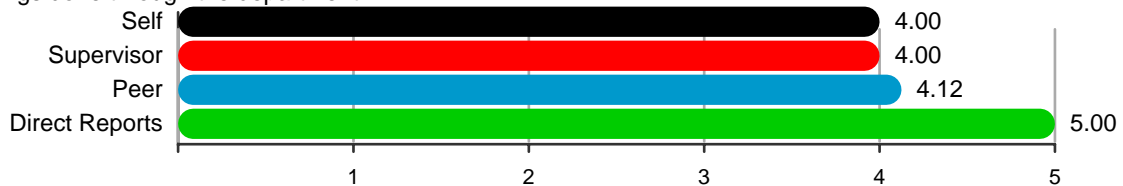
38. Able to explain departmental policies and procedures to others.



39. Able to deal with sensitive issues with tact and professionalism.



40. Gets things done through 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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Understands departmental policies and procedures.	15	4.33	100.0			67%		33%
37. Understands the current organizational culture.	15	3.93	80.0	13%	7%	53%		27%
38. Able to explain departmental policies and procedures to others.	15	4.27	86.7	13%		47%		40%
39. Able to deal with sensitive issues with tact and professionalism.	15	4.13	86.7	13%		60%		27%
40. Gets things done through the department.	15	4.40	93.3	7%		47%		47%

Comments:

- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- ___ 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.
- ___ is a great listener and leader for the department.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ___ has the talent to use different Leadership styles to fit the situation.

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 could be more challenging at times with teammates and deliver critical feedback when necessary.
- Experience, mentoring and self-confidence.
- ___ has been instrumental in the working relationship of our department.
- ___ is a wonderful person to work for.
- I know I can always count on ___ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.

What do you like best about working with this individual?

- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- She is quick and willing to aid.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- She is effective and her knowledge of processes is invaluable.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- ___ exemplifies all of these qualities.

What do you like least about working with this individual?

- She is always available to listen, lend a hand, or guide the staff when needed.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- ___ is always professional during interactions with staff.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.

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

- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- ___ knows her team very well and is gaining the same knowledge in regards to her team
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.

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

- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- she is open and willing to share her vision for the team.
- 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.
- ___ 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 is an excellent teammate, great attitude, effort, and energy.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.

Any final comments?

- Good Team Player! Good decision making skills. A hard worker.
- 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.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- Is a fantastic source of feedback and growth development.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.