



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.

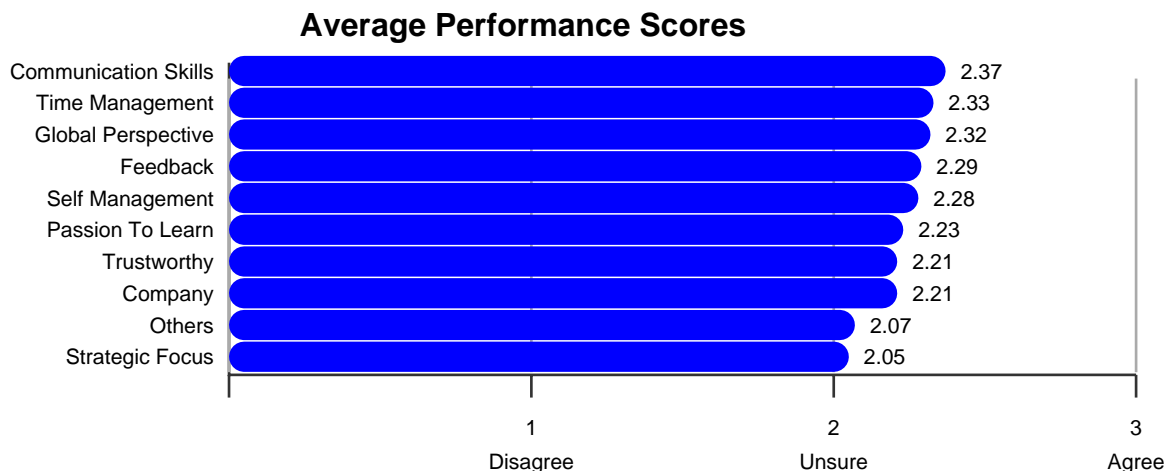
What to Do with Your Feedback

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

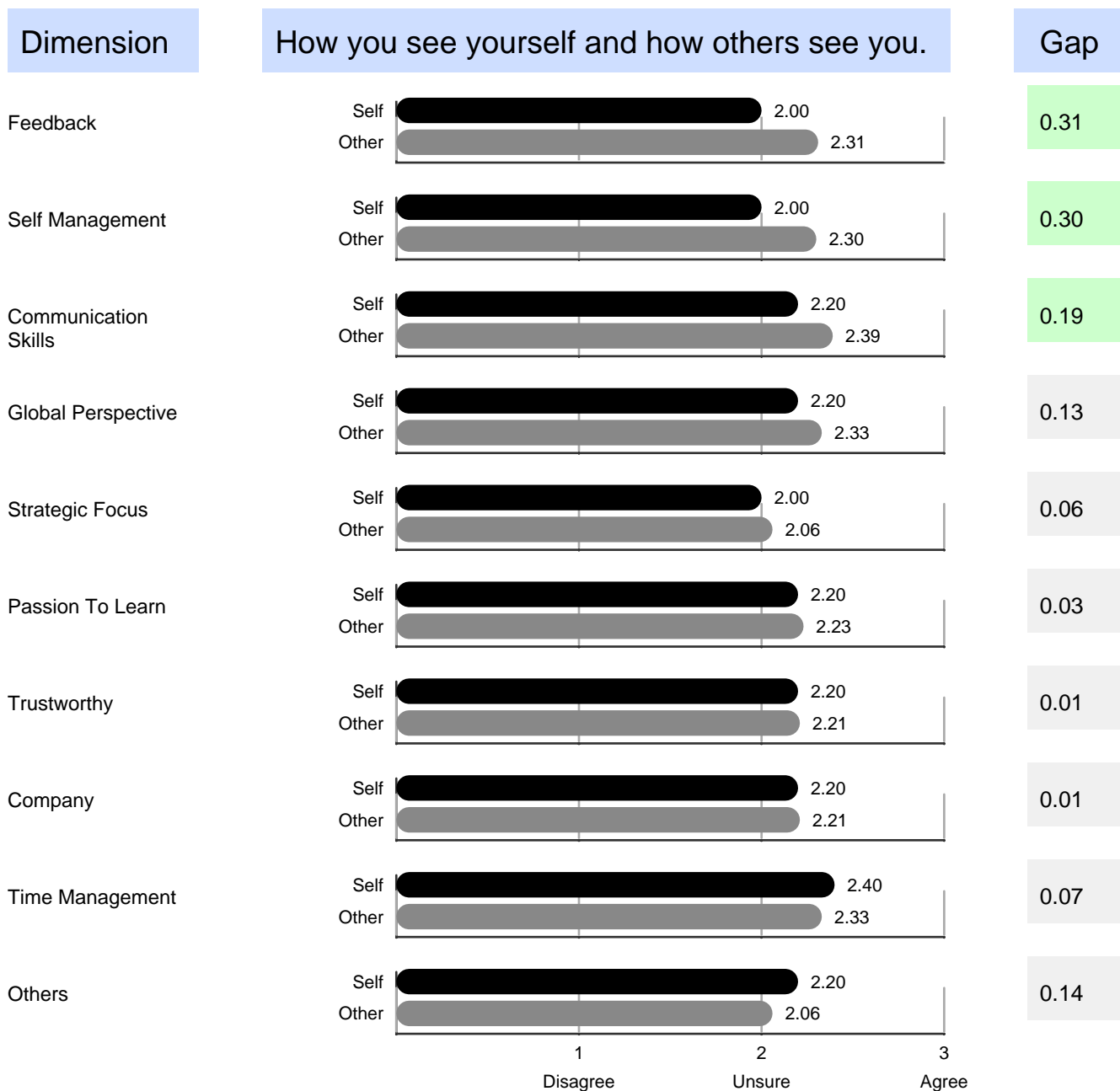
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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

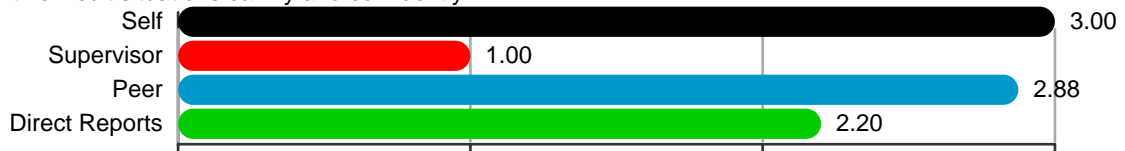
Summary Scores



1. Gives clear and convincing presentations.



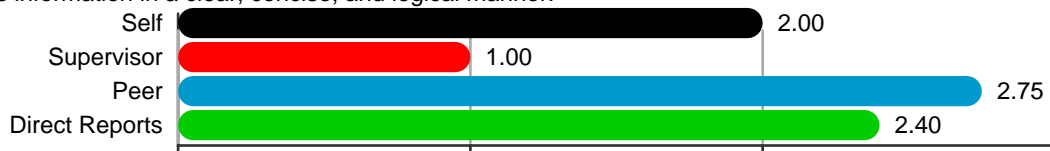
2. Deals with difficult situations calmly and confidently.



3. Delivers influential presentations.



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



5. Able to deliver 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Gives clear and convincing presentations.	15	2.27	33.3	7%	60%	33%
2. Deals with difficult situations calmly and confidently.	15	2.53	73.3	20%	7%	73%
3. Delivers influential presentations.	15	2.33	40.0	7%	53%	40%
4. Delivers information in a clear, concise, and logical manner.	15	2.47	53.3	7%	40%	53%
5. Able to deliver presentations.	15	2.27	40.0	13%	47%	40%

Comments:

- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- I can not say enough good things about _____ he has been an asset to our department from day one.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- _____ is smart, detailed and committed. I appreciate having his on our team.

Self Management

Summary Scores



6. Consciously controls own negative emotions in order to keep team morale up.



7. Analyzes interpersonal problems instead of reacting to them.



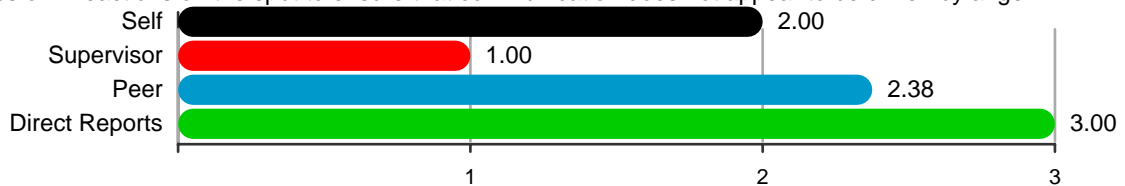
8. Steps away from a situation to process appropriate response.



9. Does not allow own emotions to interfere with the performance of others.



10. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Consciously controls own negative emotions in order to keep team morale up.	15	2.13	33.3	20%	47%	33%
7. Analyzes interpersonal problems instead of reacting to them.	15	2.07	26.7	20%	53%	27%
8. Steps away from a situation to process appropriate response.	15	2.33	40.0	7%	53%	40%
9. Does not allow own emotions to interfere with the performance of others.	15	2.40	53.3	13%	33%	53%
10. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.

Passion To Learn

Summary Scores



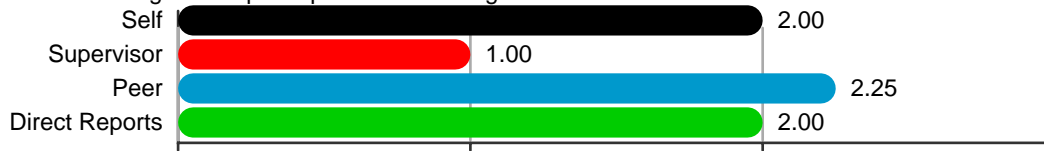
11. Is committed to enhancing their own knowledge and skills.



12. Creates an environment that supports personal development and exploration.



13. Demonstrates a willingness to participate in continuing education courses.



14. Is open minded and curious about learning new skills.



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



Level of Skill

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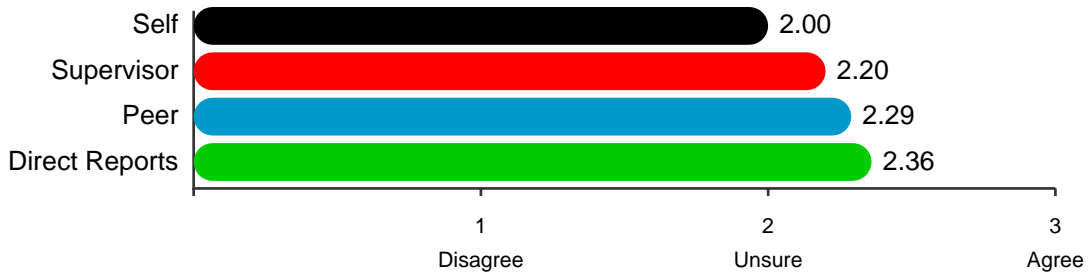
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Is committed to enhancing their own knowledge and skills.	15	2.33	40.0	7%	53%	40%
12. Creates an environment that supports personal development and exploration.	15	2.07	20.0	13%	67%	20%
13. Demonstrates a willingness to participate in continuing education courses.	15	2.07	26.7	20%	53%	27%
14. Is open minded and curious about learning new skills.	15	2.27	40.0	13%	47%	40%
15. Will participate in training classes even if offered outside of normal working hours.	14	2.43	50.0	7%	43%	50%

Comments:

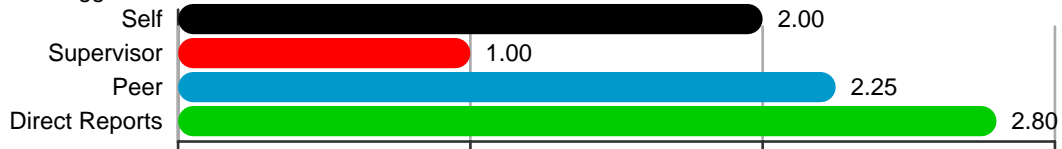
- he understands where our opportunities for savings in the employee benefits plan may be.
- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.

Feedback

Summary Scores



16. Open to the suggestions of others.



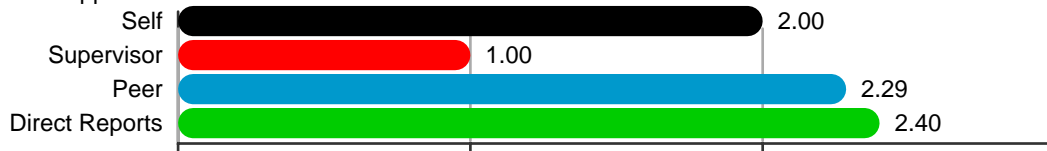
17. Shares past experiences with others as learning opportunities.



18. Seeks feedback to enhance performance.



19. Is visible and approachable.



20. Looks to others for input.



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 (Disagree) to green (Agree).

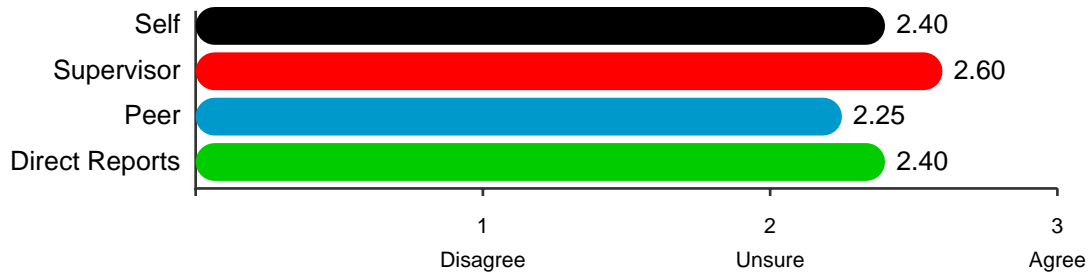
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Open to the suggestions of others.	15	2.33	46.7	13%	40%	47%
17. Shares past experiences with others as learning opportunities.	15	2.33	40.0	7%	53%	40%
18. Seeks feedback to enhance performance.	14	2.00	14.3	14%	71%	14%
19. Is visible and approachable.	14	2.21	42.9	21%	36%	43%
20. Looks to others for input.	15	2.53	60.0	7%	33%	60%

Comments:

- He could help teammates by becoming more proficient in some areas.
- _____ always has the customer at the center of focus.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- _____ is a team player and effective in his role.

Time Management

Summary Scores



21. Completes tasks ahead of schedule.



22. Prioritizes new tasks according to their relative importance.



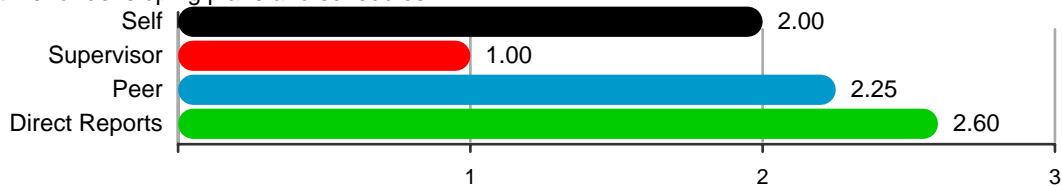
23. Deals effectively with interruptions.



24. Keeps and maintains a To-Do list.



25. Makes time for developing plans and schedules.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Completes tasks ahead of schedule.	15	2.60	66.7	7%	27%	67%
22. Prioritizes new tasks according to their relative importance.	15	2.33	40.0	7%	53%	40%
23. Deals effectively with interruptions.	15	2.07	20.0	13%	67%	20%
24. Keeps and maintains a To-Do list.	15	2.40	53.3	13%	33%	53%
25. Makes time for developing plans and schedules.	15	2.27	53.3	27%	20%	53%

Comments:

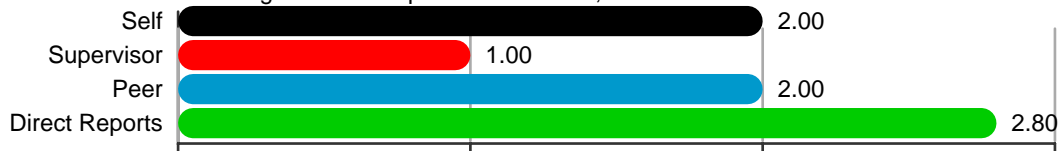
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- I appreciate the straight forward style of leadership _____ uses.
- He values our feedback and takes our recommendations seriously.
- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.

Trustworthy

Summary Scores



26. Communicates an understanding of the other person's interests, needs and concerns.



27. Demonstrates a sense of responsibility and commitment to public trust.



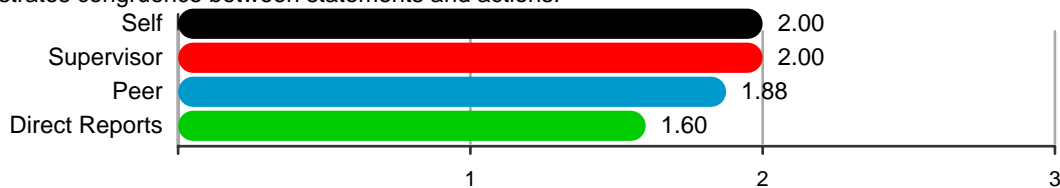
28. Builds and maintains the trust of others.



29. Is a person you can trust.



30. Demonstrates congruence between statements and actions.



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 (Disagree) to green (Agree).

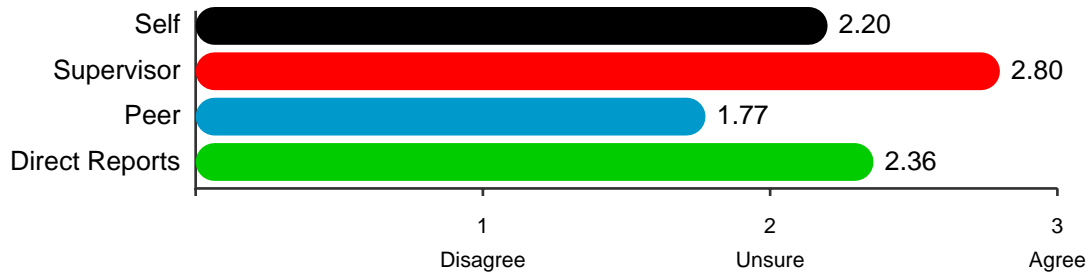
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Communicates an understanding of the other person's interests, needs and concerns.	15	2.20	33.3	13%	53%	33%
27. Demonstrates a sense of responsibility and commitment to public trust.	15	2.00	26.7	27%	47%	27%
28. Builds and maintains the trust of others.	15	2.47	53.3	7%	40%	53%
29. Is a person you can trust.	15	2.60	60.0		40%	60%
30. Demonstrates congruence between statements and actions.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- I look forward to learning and improving with his and the other members in the division.
- _____ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

Others

Summary Scores



31. Consistently demonstrates ability and willingness to trust others.



32. Treats others with respect and dignity.



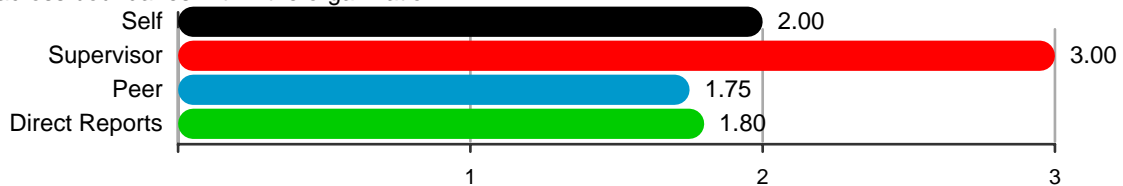
33. Forms working relationships with employees from other departments.



34. Is able to see issues from others' perspectives.



35. Works across boundaries within the organization.



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 (Disagree) to green (Agree).

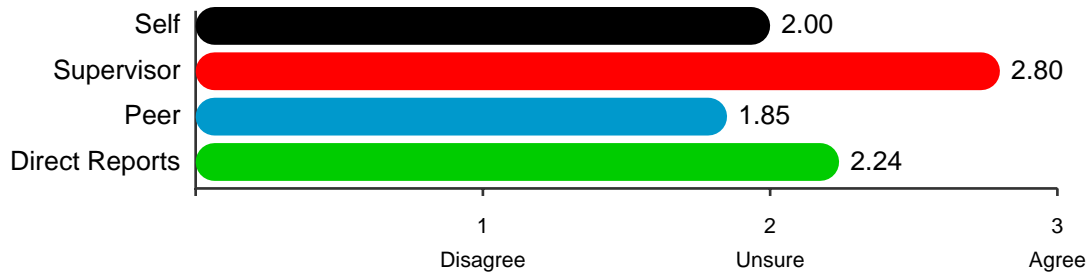
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Consistently demonstrates ability and willingness to trust others.	15	2.13	33.3	20%	47%	33%
32. Treats others with respect and dignity.	15	2.13	33.3	20%	47%	33%
33. Forms working relationships with employees from other departments.	15	2.07	33.3	27%	40%	33%
34. Is able to see issues from others' perspectives.	15	2.13	26.7	13%	60%	27%
35. Works across boundaries within the organization.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ 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.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- Don't know where we would be without him.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.

Strategic Focus

Summary Scores



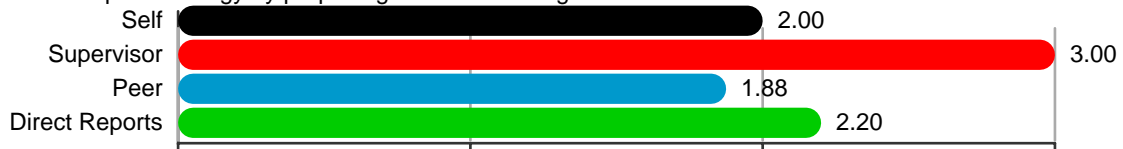
36. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



37. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



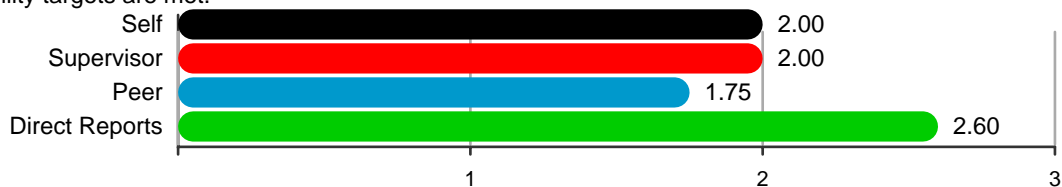
38. Able to decline a poor strategy by proposing alternate strategies.



39. Communicates goals and objectives to employees.



40. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



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 (Disagree) to green (Agree).

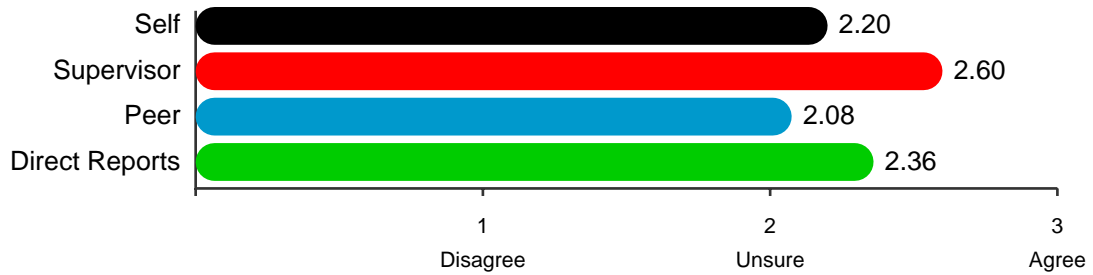
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	1.87	20.0	33%	47%	20%
37. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	1.93	13.3	20%	67%	13%
38. Able to decline a poor strategy by proposing alternate strategies.	15	2.07	33.3	27%	40%	33%
39. Communicates goals and objectives to employees.	15	2.33	33.3		67%	33%
40. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.07	33.3	27%	40%	33%

Comments:

- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- I find him to be a stellar asset to our team at [CompanyName].
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- _____ is an amazing manager. He genuinely cares about his staff.
- He is an excellent Manager!
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Company

Summary Scores



41. Attends [Company] gatherings and social events.



42. Follows existing procedures and processes.



43. Impresses upon others the important aspects of [Company].



44. Understands the use of [Company] products and services.



45. Understands how decisions impact other business units beyond their immediate department of work group.



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 (Disagree) to green (Agree).

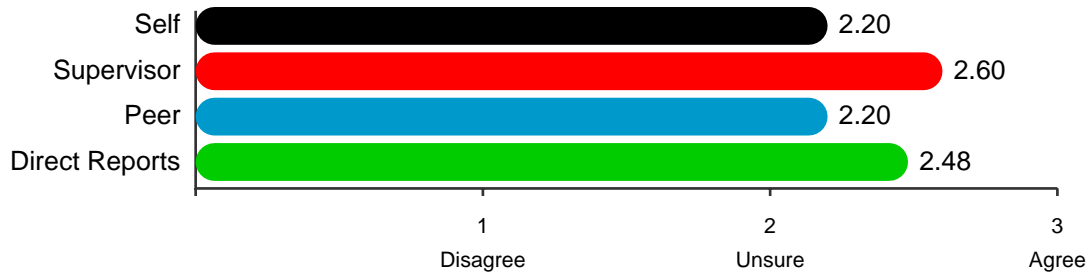
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Attends [Company] gatherings and social events.	15	2.00	26.7	27%	47%	27%
42. Follows existing procedures and processes.	15	2.13	33.3	20%	47%	33%
43. Impresses upon others the important aspects of [Company].	15	2.20	40.0	20%	40%	40%
44. Understands the use of [Company] products and services.	15	2.20	26.7	7%	67%	27%
45. Understands how decisions impact other business units beyond their immediate department of work group.	15	2.53	60.0	7%	33%	60%

Comments:

- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- He has also greatly improved his communication.
- Is extremely knowledgeable and is always continuing his education to stay up to date.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- He keeps focused on things that are important for his department to run smoothly.

Global Perspective

Summary Scores



46. Sets the example for team on importance of cultural awareness.



47. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.



48. Demonstrates a curiosity about diverse individuals and cultures.



49. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.



50. Understands how cultures differ and how these differences impact work behavior.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Sets the example for team on importance of cultural awareness.	15	2.27	26.7		73%	27%
47. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	2.13	26.7	13%	60%	27%
48. Demonstrates a curiosity about diverse individuals and cultures.	15	2.40	40.0		60%	40%
49. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	2.47	46.7		53%	47%
50. Understands how cultures differ and how these differences impact work behavior.	15	2.33	46.7	13%	40%	47%

Comments:

- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- He has a calm demeanor and willingness to help with anything.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- Great addition to the department!
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.

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 envy his versatility in working with a wide variety of issues and topics.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- Job performance is excellent. Lucky to have _____ on our team.
- He 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!
- He couldn't be more engaged if he tried.

What do you like best about working with this individual?

- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- He is friendly, courteous, and kind all while being very professional.
- _____ handles every situation in a professional manner and he responds promptly to requests.

What do you like least about working with this individual?

- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- _____ is a very positive addition to our Management team.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- He is well respected by his peers and it is clear to see why.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.

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

- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- _____ is a great listener and leader for the department.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- _____ is a great leader and supports his staff.

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

- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- I really appreciate him.
- He also has always been thankful for any help that I have given his.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.

Any final comments?

- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- It has been a wonderful having _____ as our manager so far, the future looks brighter!
- Willingness to help, patience in teaching.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- He is very effective and he has learned so much about our product.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.