



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.

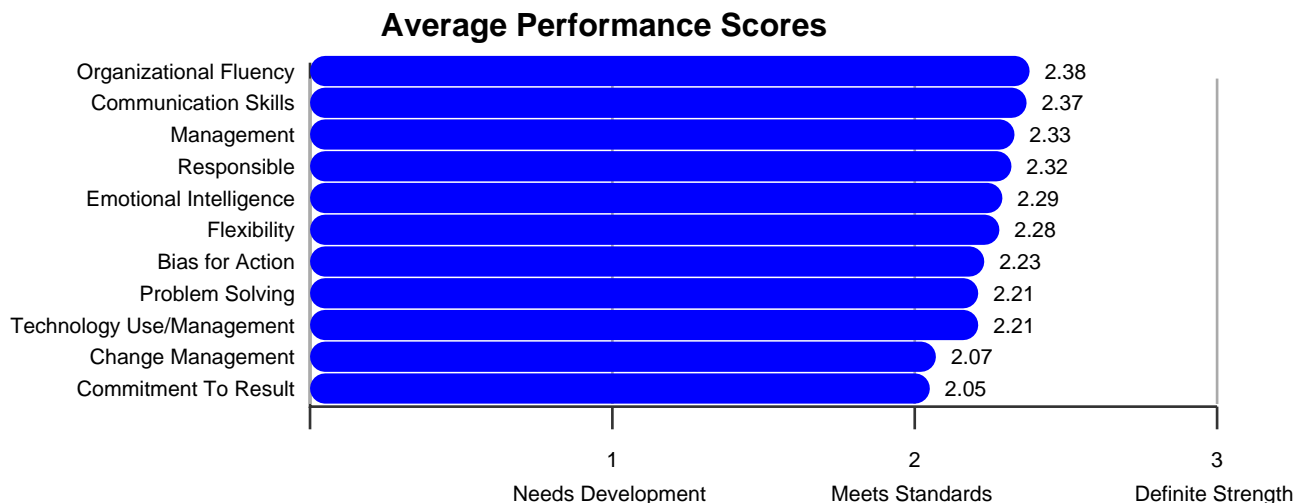
What to Do with Your Feedback

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 11 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.



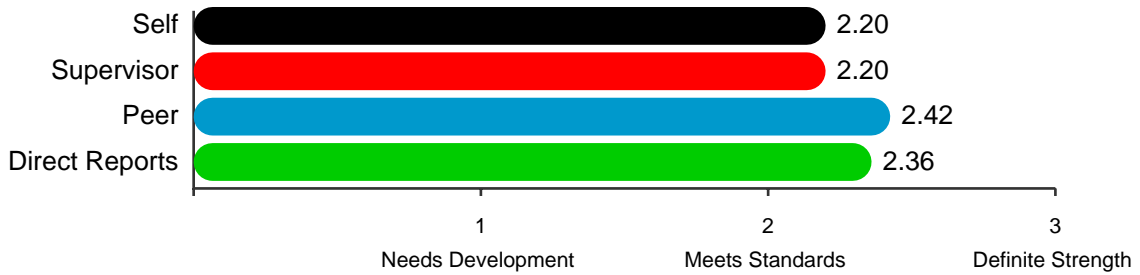
Gap Analysis

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

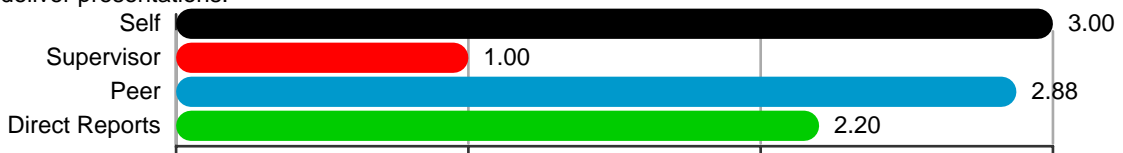
Summary Scores



1. Able to demonstrate persuasiveness in pursuit of objectives.



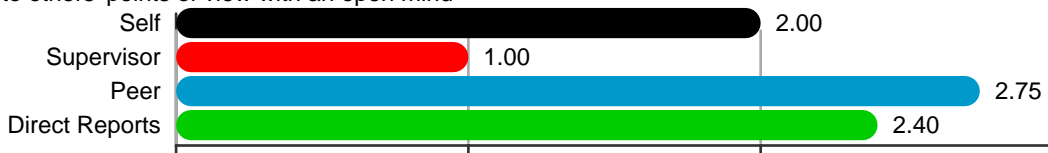
2. Able to deliver presentations.



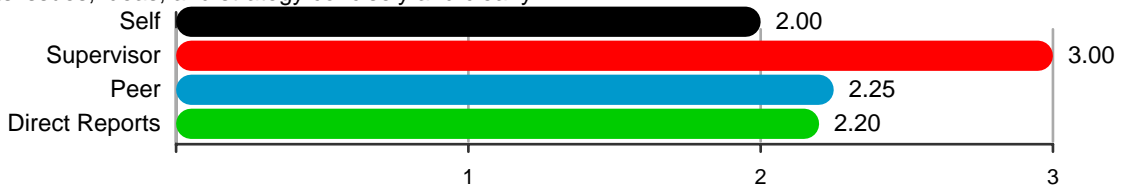
3. Delivers influential presentations.



4. Listens to others' points of view with an open mind



5. Presents issues, ideas, and strategy concisely and clearly.



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 Development) to green (Definite Strength).

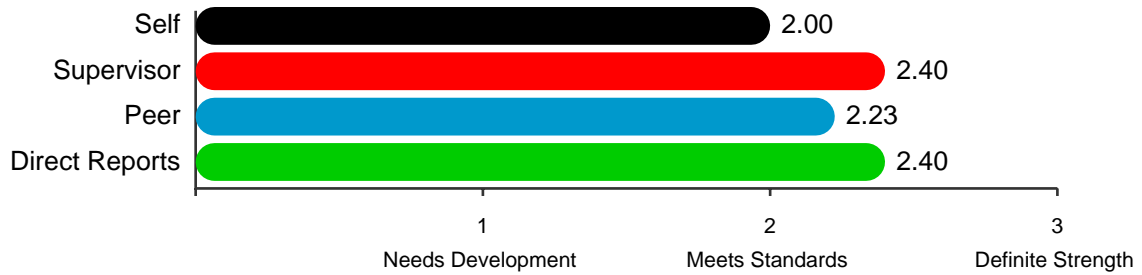
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Able to demonstrate persuasiveness in pursuit of objectives.	15	2.27	33.3	7%	60%	33%
2. Able to deliver presentations.	15	2.53	73.3	20%	7%	73%
3. Delivers influential presentations.	15	2.33	40.0	7%	53%	40%
4. Listens to others' points of view with an open mind	15	2.47	53.3	7%	40%	53%
5. Presents issues, ideas, and strategy concisely and clearly.	15	2.27	40.0	13%	47%	40%

Comments:

- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- She is, quite simply, the best boss I've ever had.
- ___ has great communication skills and is a dependable member of the team.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

Flexibility

Summary Scores



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



7. Identifies new opportunities to achieve goals



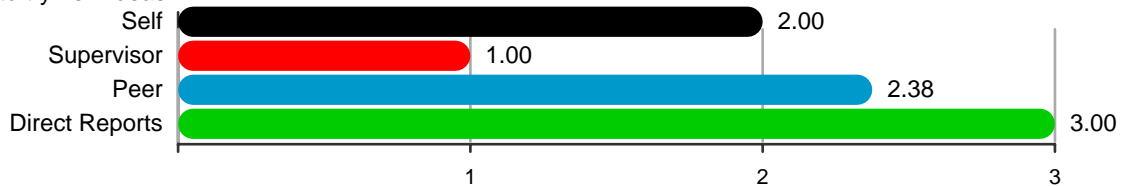
8. Can handle changes without complaining.



9. Effective in incorporating new ideas.



10. Willing to try new ideas.



Level of Skill

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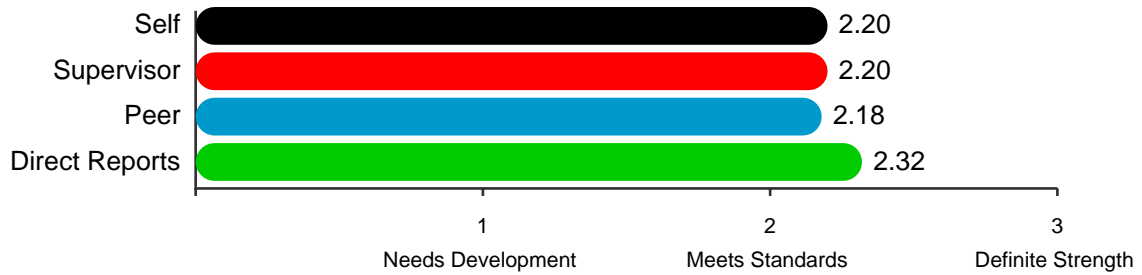
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Adapts to new organizational structures, policies, or procedures.	15	2.13	33.3	20%	47%	33%
7. Identifies new opportunities to achieve goals	15	2.07	26.7	20%	53%	27%
8. Can handle changes without complaining.	15	2.33	40.0	7%	53%	40%
9. Effective in incorporating new ideas.	15	2.40	53.3	13%	33%	53%
10. Willing to try new ideas.	15	2.47	60.0	13%	27%	60%

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.
- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.

Bias for Action

Summary Scores



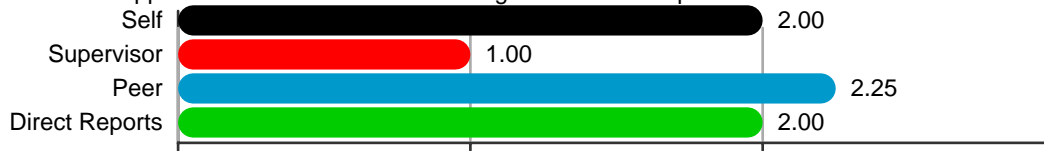
11. Identifies ways to simplify work processes and reduce cycle times



12. Completes work on time



13. Seeks and utilizes opportunities for continuous learning and self-development.



14. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



15. Displays high energy and enthusiasm on consistent basis.



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 Development) to green (Definite Strength).

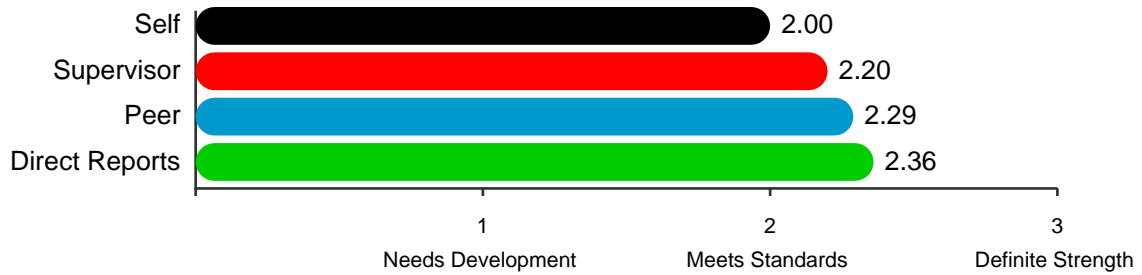
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Identifies ways to simplify work processes and reduce cycle times	15	2.33	40.0	7%	53%	40%
12. Completes work on time	15	2.07	20.0	13%	67%	20%
13. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.07	26.7	20%	53%	27%
14. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.27	40.0	13%	47%	40%
15. Displays high energy and enthusiasm on consistent basis.	14	2.43	50.0	7%	43%	50%

Comments:

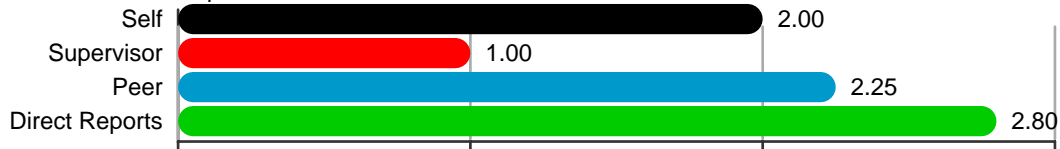
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- She had done amazingly well considering all of the global threats to the product line.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ___ is excellent at providing positive feedback in the moment while in meetings.

Emotional Intelligence

Summary Scores



16. Able to understand others' points of view.



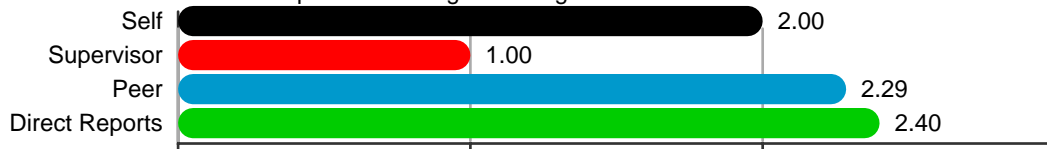
17. Is able to control their own emotions.



18. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



20. Accurately perceives the emotional reactions of others.



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 Development) to green (Definite Strength).

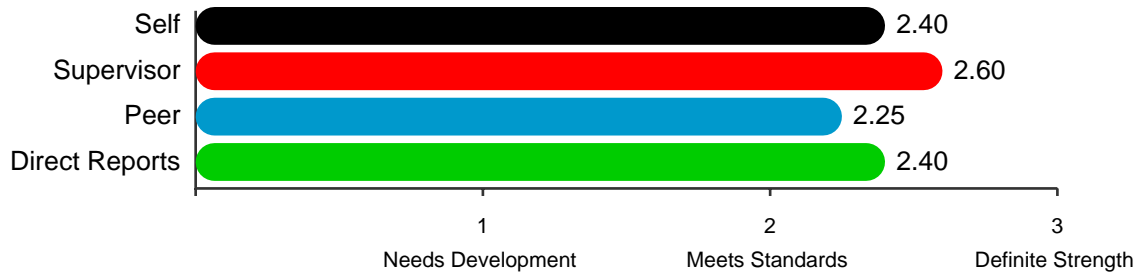
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Able to understand others' points of view.	15	2.33	46.7	13%	40%	47%
17. Is able to control their own emotions.	15	2.33	40.0	7%	53%	40%
18. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	14	2.00	14.3	14%	71%	14%
19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	2.21	42.9	21%	36%	43%
20. Accurately perceives the emotional reactions of others.	15	2.53	60.0	7%	33%	60%

Comments:

- Uses visual aids to communicate progress to your team.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- She has great sense of vision and purpose for the division and organization as a whole.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- Is extremely knowledgeable and is always continuing her education to stay up to date.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.

Management

Summary Scores



21. Delegate tasks effectively



22. Makes you feel enthusiastic about your work



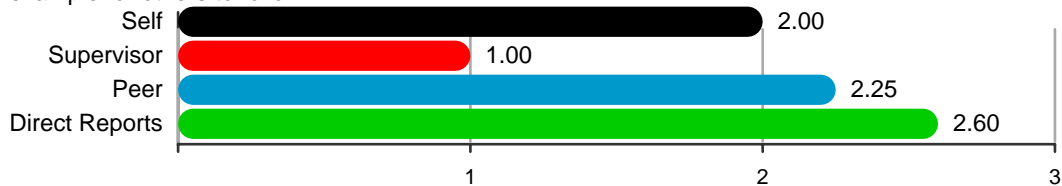
23. Takes responsibility for things that go wrong



24. Is ready to offer help



25. Sets an example for others to follow



Level of Skill

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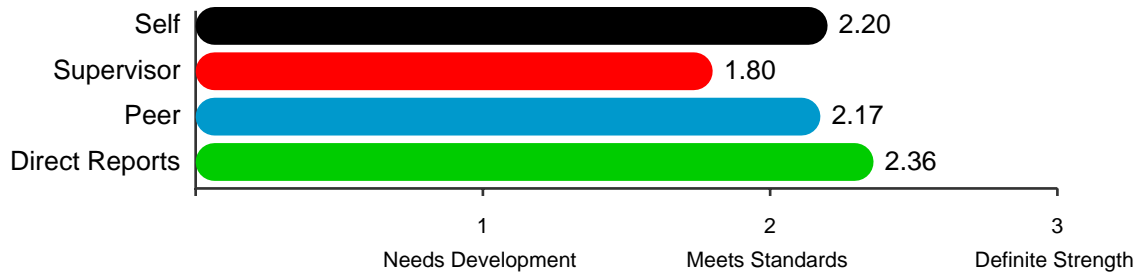
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Delegate tasks effectively	15	2.60	66.7	7%	27%	67%
22. Makes you feel enthusiastic about your work	15	2.33	40.0	7%	53%	40%
23. Takes responsibility for things that go wrong	15	2.07	20.0	13%	67%	20%
24. Is ready to offer help	15	2.40	53.3	13%	33%	53%
25. Sets an example for others to follow	15	2.27	53.3	27%	20%	53%

Comments:

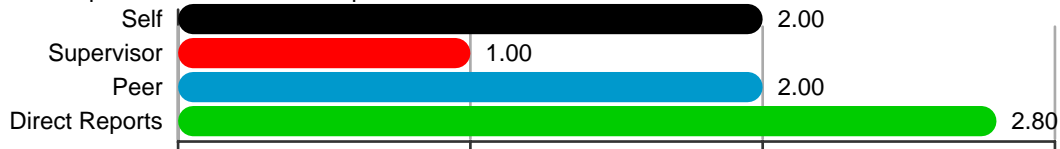
- She consistently helps us in problem solving a variety of issues.
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- I value and appreciate ___ very much.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- 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.

Problem Solving

Summary Scores



26. Ability to develop innovative solutions to problems.



27. Able to balance the needs of different people in a solution to a problem.



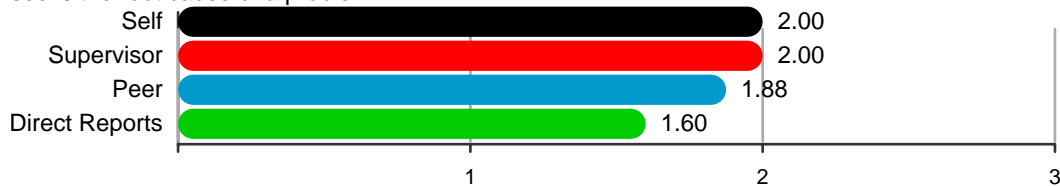
28. Implements effective solutions to critical problems.



29. Makes judgments based upon relevant information.



30. Actively seeks the root cause of a problem.



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 Development) to green (Definite Strength).

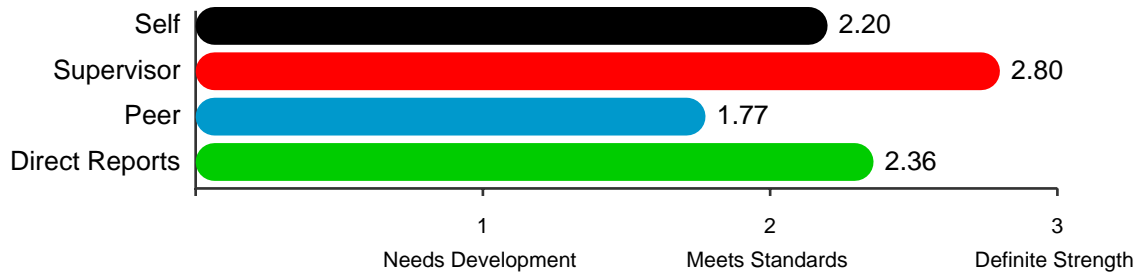
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Ability to develop innovative solutions to problems.	15	2.20	33.3	13%	53%	33%
27. Able to balance the needs of different people in a solution to a problem.	15	2.00	26.7	27%	47%	27%
28. Implements effective solutions to critical problems.	15	2.47	53.3	7%	40%	53%
29. Makes judgments based upon relevant information.	15	2.60	60.0		40%	60%
30. Actively seeks the root cause of a problem.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ___ leads by example in each of the areas noted above.
- She sets her expectations high, and delivers a high level of performance herself.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- Job performance is excellent. Lucky to have ___ on our team.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.

Change Management

Summary Scores



31. Is a leading force driving changes.



32. Adopts changes to set and example for others to follow.



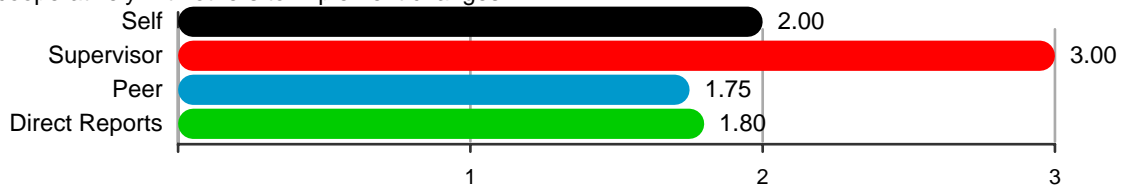
33. Develops plans for following through on the changes.



34. Able to get department employees to accept new changes.



35. Works cooperatively with others to implement changes.



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 Development) to green (Definite Strength).

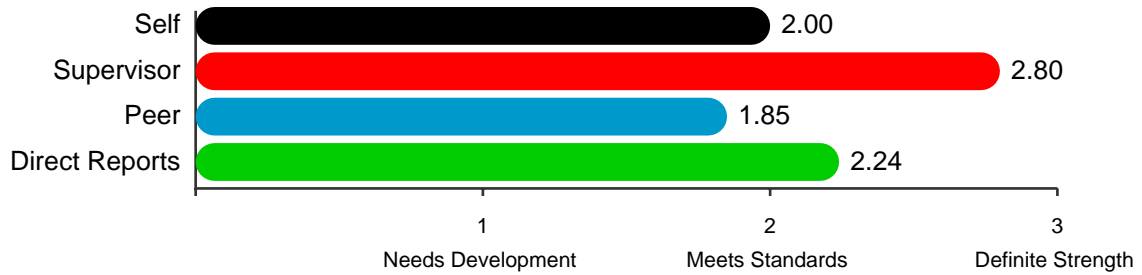
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Is a leading force driving changes.	15	2.13	33.3	20%	47%	33%
32. Adopts changes to set and example for others to follow.	15	2.13	33.3	20%	47%	33%
33. Develops plans for following through on the changes.	15	2.07	33.3	27%	40%	33%
34. Able to get department employees to accept new changes.	15	2.13	26.7	13%	60%	27%
35. Works cooperatively with others to implement changes.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- I know that ___ cares about me as a total individual not just as a professional.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- 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.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.

Commitment To Result

Summary Scores



36. Committed to the team.



37. Maintains persistence and dedication to achieving results.



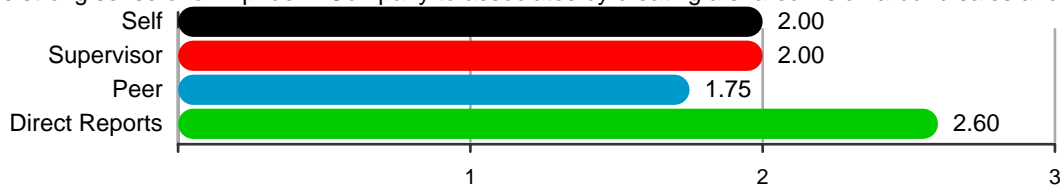
38. Able to focus on a task even when working alone.



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



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



Level of Skill

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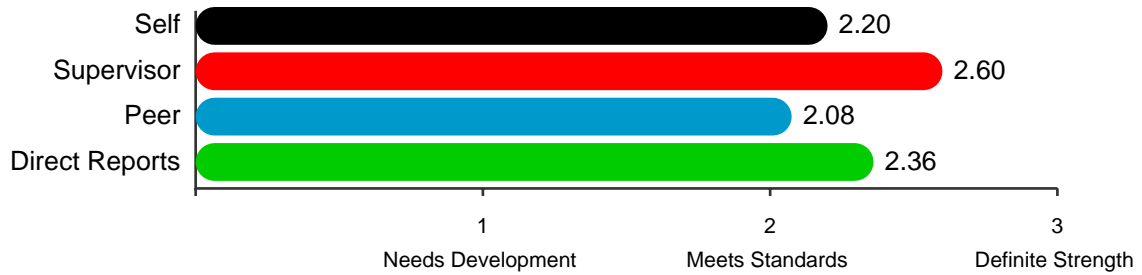
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Committed to the team.	15	1.87	20.0	33%	47%	20%
37. Maintains persistence and dedication to achieving results.	15	1.93	13.3	20%	67%	13%
38. Able to focus on a task even when working alone.	15	2.07	33.3	27%	40%	33%
39. Coordinates all department activities into a cohesive team effort.	15	2.33	33.3		67%	33%
40. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.07	33.3	27%	40%	33%

Comments:

- She could benefit from understanding about how to create resolution and clarity.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- Employees were not encouraged to do anything besides come to work.

Technology Use/Management

Summary Scores



41. Maximizes the use of new technology to deliver products and services.



42. Supports technical training and development of employees.



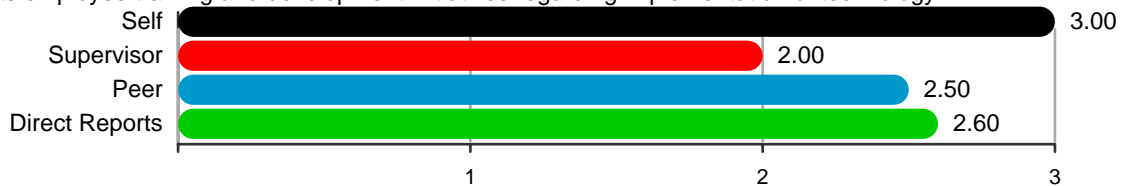
43. Adopts the implementation of new technology into the workplace.



44. Proficient in the use of technical systems and processes.



45. Supports employee training and development initiatives regarding implementation of technology.



Level of Skill

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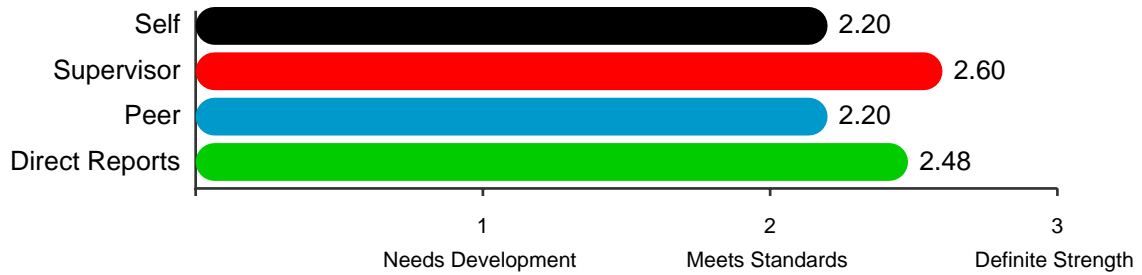
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Maximizes the use of new technology to deliver products and services.	15	2.00	26.7	27%	47%	27%
42. Supports technical training and development of employees.	15	2.13	33.3	20%	47%	33%
43. Adopts the implementation of new technology into the workplace.	15	2.20	40.0	20%	40%	40%
44. Proficient in the use of technical systems and processes.	15	2.20	26.7	7%	67%	27%
45. Supports employee training and development initiatives regarding implementation of technology.	15	2.53	60.0	7%	33%	60%

Comments:

- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- I appreciate her perspective and guidance on a variety of things.
- ___ has been instrumental in the working relationship of our department.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!

Responsible

Summary Scores



46. Acts as a resource without removing individual responsibility.



47. Works in a way that makes others want to work with her/him.



48. Responsible for setting the vision of the department.



49. Completes assigned work tasks.



50. Sets a good example.



Level of Skill

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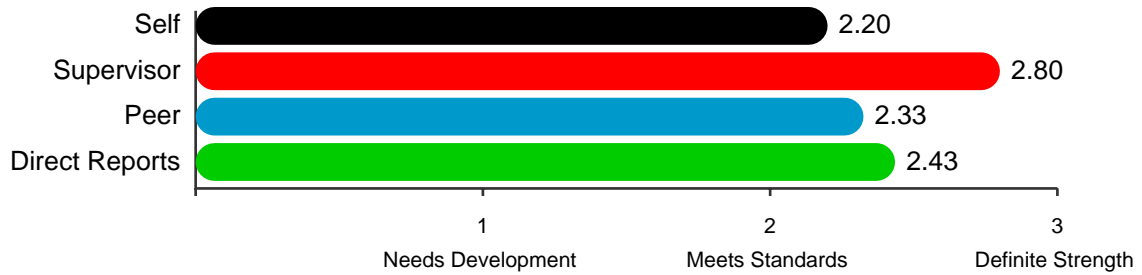
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Acts as a resource without removing individual responsibility.	15	2.27	26.7		73%	27%
47. Works in a way that makes others want to work with her/him.	15	2.13	26.7	13%	60%	27%
48. Responsible for setting the vision of the department.	15	2.40	40.0		60%	40%
49. Completes assigned work tasks.	15	2.47	46.7		53%	47%
50. Sets a good example.	15	2.33	46.7	13%	40%	47%

Comments:

- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- She is very supportive of cross training and learning new skills.
- I value ___ for so much more than her negotiating skills which are outstanding.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___ not only values and listens to her staff she also gives them the support they need.

Organizational Fluency

Summary Scores



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



52. Able to use corporate politics to advance department objectives.



53. Understands departmental policies and procedures.



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



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



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Adept at navigating within the culture of the department.	14	2.21	28.6	7%	64%	29%
52. Able to use corporate politics to advance department objectives.	14	2.29	42.9	14%	43%	43%
53. Understands departmental policies and procedures.	15	2.53	53.3		47%	53%
54. Able to explain departmental policies and procedures to others.	15	2.47	46.7		53%	47%
55. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.40	40.0		60%	40%

Comments:

- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- I appreciate her perspective and guidance on a variety of things.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- She walks the walk and talks the talk.

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?

- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- She is respectful of the people she works with regardless of the level in the organization.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- ___ has excellent communication skills.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.

What do you like best about working with this individual?

- She is very supportive of us and the job we do.
- Her focus is for quality that is customer centered.
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She has a very engaging style which generates trust and respect.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.

What do you like least about working with this individual?

- Even though she is part-time, I don't like the minimal face-to-face exposure.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- I envy her versatility in working with a wide variety of issues and topics.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.

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

- ___ works very well with other departments.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.

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

- ___ gives me feedback good and indifferent.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- ___ is a great role model and leader. Others could learn from her style.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.

Any final comments?

- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- Each member feels they are a part of the team and knows their contribution is valued.