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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.

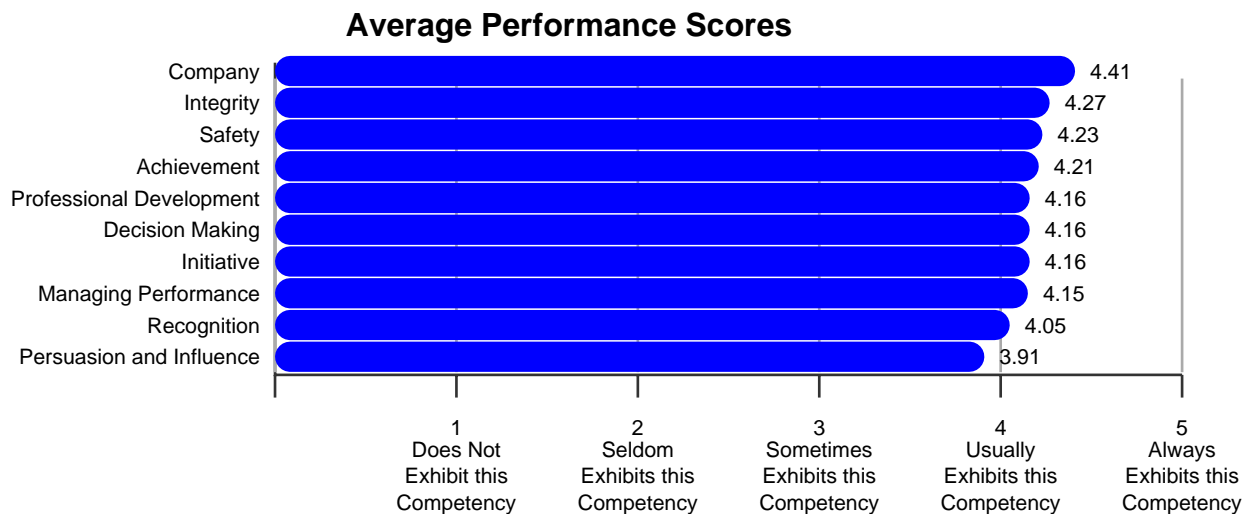
## What to Do with Your Feedback

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.



# Company

## Summary Scores



1. Understands the "basics" as to how [Company] functions/operates.



2. Follows existing procedures and processes.



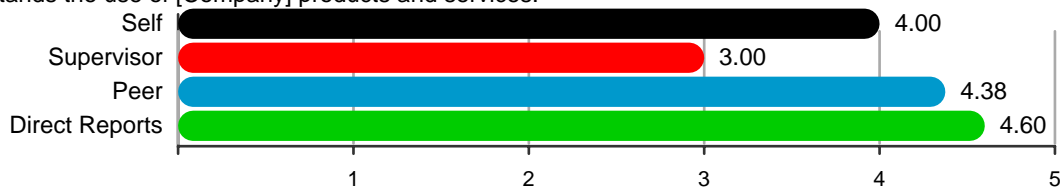
3. Understands how decisions impact other business units beyond their immediate department of work group.



4. Expresses loyalty and dedication to [Company] in interactions with others.



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



### 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. Understands the "basics" as to how [Company] functions/operates.	15	4.20	93.3	7%		67%		27%
2. Follows existing procedures and processes.	15	4.87	100.0	13%		87%		
3. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.27	93.3	7%		60%		33%
4. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.40	86.7	13%	33%		53%	
5. Understands the use of [Company] products and services.	15	4.33	93.3	7%		53%		40%

Comments:

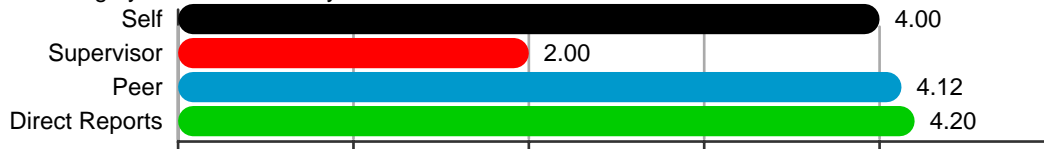
- Has one of the strongest work ethics I've ever encountered in a team member.
- He is very knowledgeable and is always willing to lend a helping hand!
- He encourages each staff member to understand each other and to work together in a very positive manner.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- \_\_\_\_\_ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- When \_\_\_\_\_ was tapped for the VP position I was very pleased as he was a very good director.

# Integrity

## Summary Scores



### 6. Protects the integrity and confidentiality of information



### 7. Establishes relationships of trust, honesty, fairness, and integrity.



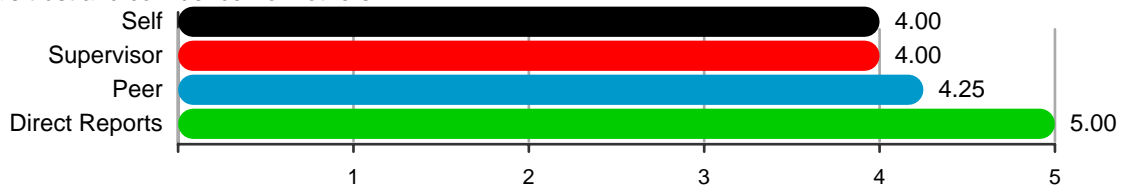
### 8. Accepts responsibility for mistakes.



### 9. Maintains strong relationships with others.



### 10. Develops trust and confidence from others.



### Level of Skill

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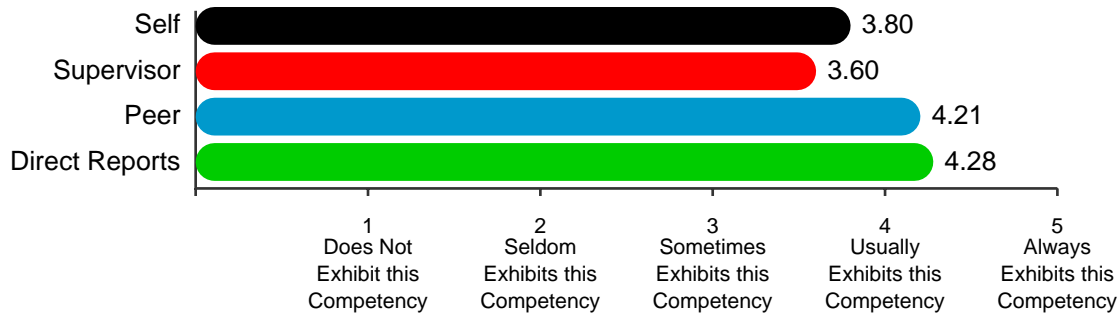
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Protects the integrity and confidentiality of information	15	4.00	80.0	7%	13%	53%	27%	
7. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.07	80.0		20%	53%	27%	
8. Accepts responsibility for mistakes.	15	4.33	93.3	7%	47%	47%		
9. Maintains strong relationships with others.	15	4.47	93.3	7%	40%	53%		
10. Develops trust and confidence from others.	15	4.47	93.3	7%	40%	53%		

Comments:

- I enjoy working with \_\_\_\_\_; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- He has hired good people, and developed strong relationship's with finance.
- \_\_\_\_\_ is doing well overall and shows that he is willing to learn, this is strongly due to \_\_\_\_\_'s role modeling and encouragement. If \_\_\_\_\_ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- Uses his people skills to change negative situations into positive.
- \_\_\_\_\_ leads by example.

# Professional Development

## Summary Scores



### 11. Keep themselves up-to-date of technical/professional issues



### 12. Allows employees to fully participate in employee training and professional development.



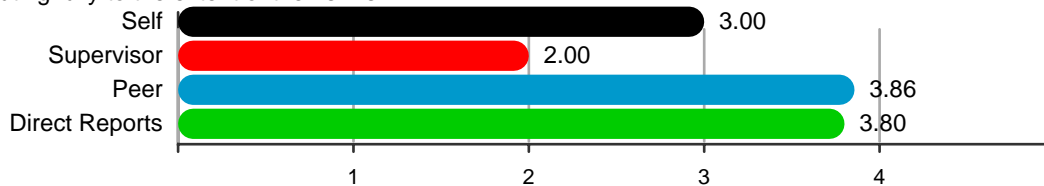
### 13. Seeks opportunities for professional development.



### 14. Quickly acquire and apply new knowledge and skills when needed



### 15. Contributing fully to the extent of their skills





## Level of Skill

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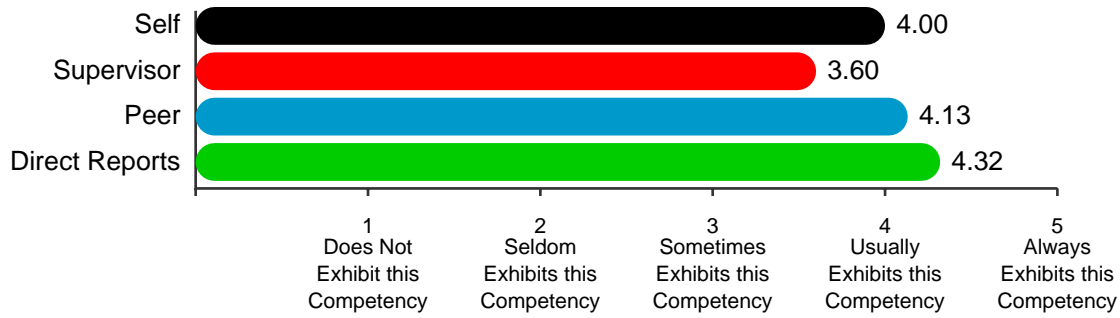
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Keep themselves up-to-date of technical/professional issues	15	4.60	100.0			40%	60%	
12. Allows employees to fully participate in employee training and professional development.	15	4.27	100.0			73%		27%
13. Seeks opportunities for professional development.	15	4.33	100.0			67%	33%	
14. Quickly acquire and apply new knowledge and skills when needed	15	3.93	73.3	27%		53%		20%
15. Contributing fully to the extent of their skills	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_\_\_ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with \_\_\_\_\_ at [CompanyName] and appreciate his support and leadership.. \_\_\_\_\_ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- He is truly dedicated to doing a good job, by helping us do a good job.
- I can not say enough good things about \_\_\_\_\_ he has been an asset to our department from day one.
- \_\_\_\_\_ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- \_\_\_\_\_ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- Thoroughness, accuracy, professionalism.

# Managing Performance

## Summary Scores



16. Examines the most effective ways for accomplishing goals.



17. Obtains commitment from employees regarding completion of tasks.



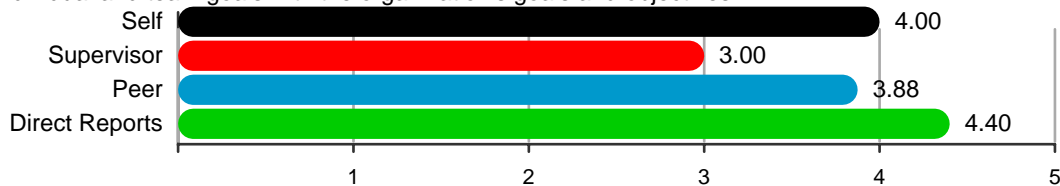
18. Uses timely and appropriate corrective/disciplinary actions.



19. Establishes indicators to measure levels of performance.



20. Aligns individual and team goals with the organization's goals and objectives.



## Level of Skill

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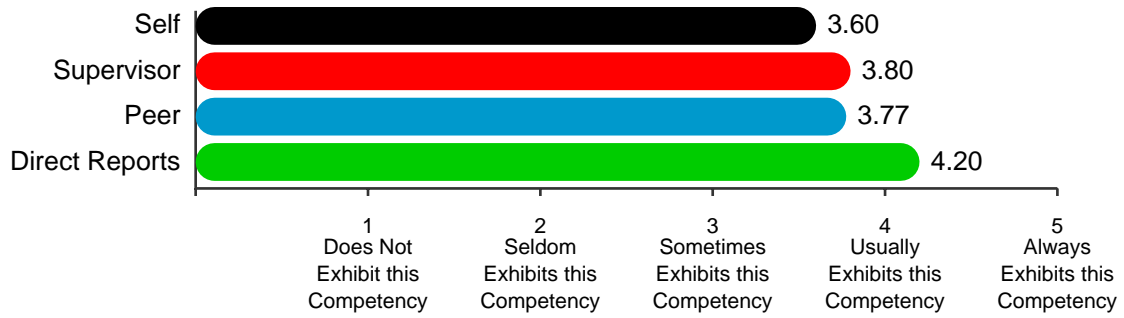
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Examines the most effective ways for accomplishing goals.	15	4.33	86.7	13%		40%	47%	
17. Obtains commitment from employees regarding completion of tasks.	15	4.27	93.3	7%		60%	33%	
18. Uses timely and appropriate corrective/disciplinary actions.	14	4.00	92.9	7%		86%		7%
19. Establishes indicators to measure levels of performance.	14	4.14	85.7	7%	7%	50%		36%
20. Aligns individual and team goals with the organization's goals and objectives.	15	4.00	66.7	7%	27%	27%		40%

### Comments:

- He has a very engaging style which generates trust and respect.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- \_\_\_\_\_'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He is always available to listen, lend a hand, or guide the staff when needed.
- \_\_\_\_\_ has a clear process for hiring which has aided his in building an amazing team.
- Set clear expectations for others.

# Persuasion and Influence

## Summary Scores



### 21. Communicates effectively with others.



### 22. Understanding what others need.



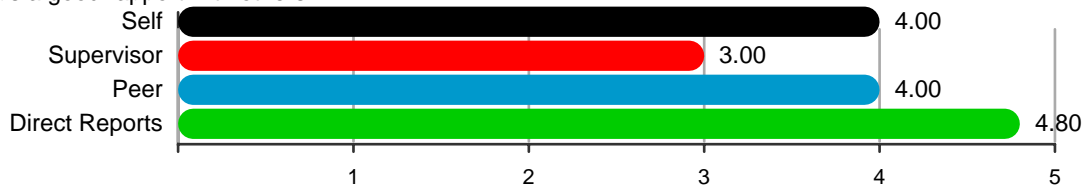
### 23. Ensures stakeholders are involved in the decision making process.



### 24. Able to express own goals and needs.



### 25. Develops a good rapport with others.



## Level of Skill

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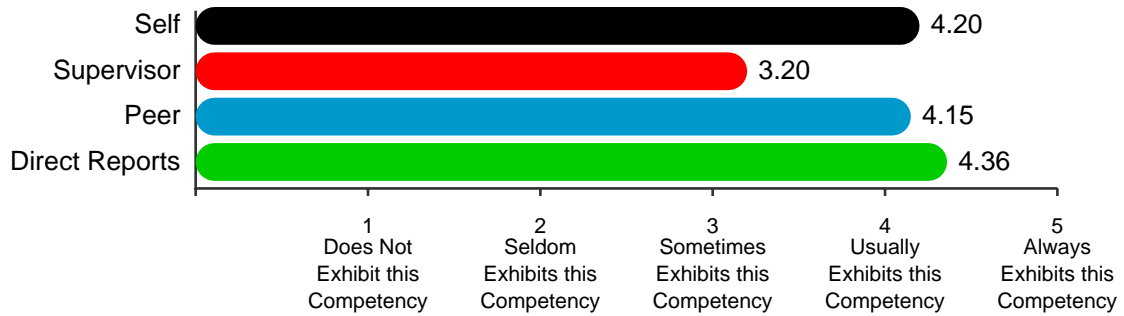
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Communicates effectively with others.	15	4.00	66.7	13%	20%	20%	47%	
22. Understanding what others need.	15	3.47	53.3	13%	33%	47%	7%	
23. Ensures stakeholders are involved in the decision making process.	15	3.60	66.7	13%	20%	60%	7%	
24. Able to express own goals and needs.	15	4.27	86.7	7%	7%	40%	47%	
25. Develops a good rapport with others.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

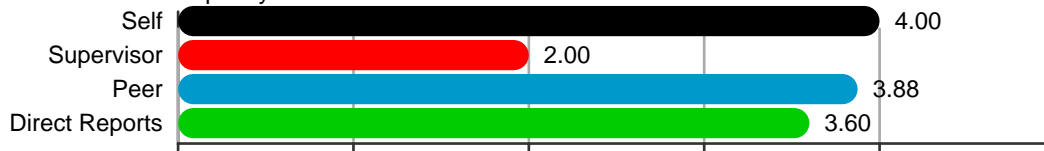
- He has been and is a mentor for me.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- He knows product and how to engage potential clients.
- \_\_\_\_\_ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. \_\_\_\_\_ also helps his team recognize areas of improvement and works to improve those areas as well.
- 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.

# Decision Making

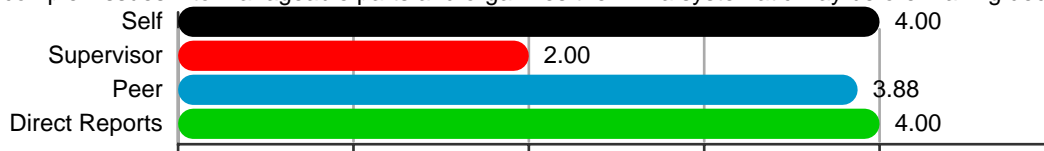
## Summary Scores



26. Is able to make decisions quickly.



27. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



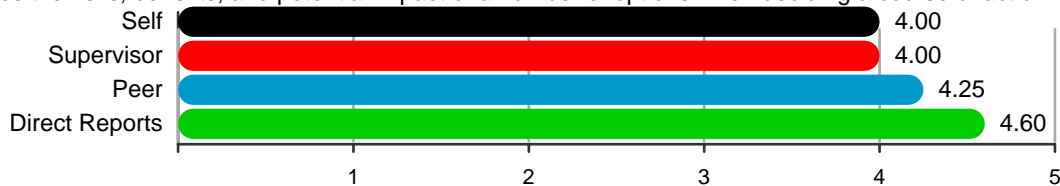
28. Asks for additional information when making critical decisions.



29. Does not lose sight of the big picture when making decisions



30. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



### Level of Skill

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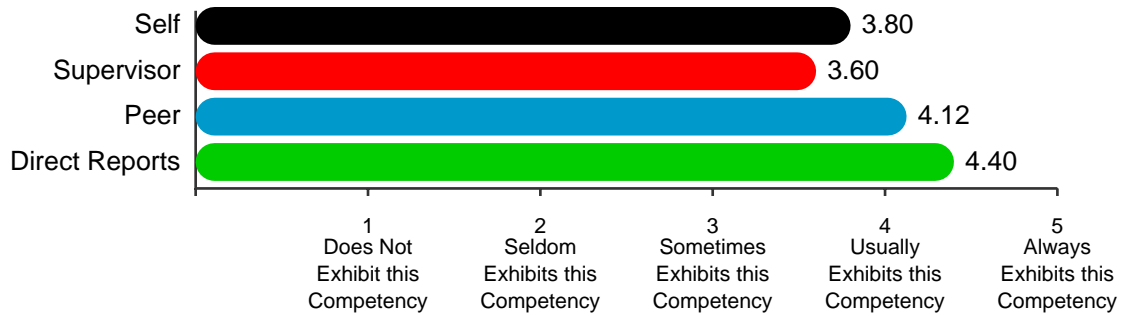
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Is able to make decisions quickly.	15	3.67	66.7	20%	13%	47%	20%	
27. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.80	73.3	20%	7%	47%	27%	
28. Asks for additional information when making critical decisions.	15	4.33	86.7		13%	40%	47%	
29. Does not lose sight of the big picture when making decisions	15	4.67	100.0		33%		67%	
30. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	4.33	100.0			67%	33%	

Comments:

- He has a very engaging style which generates trust and respect.
- \_\_\_\_\_ encourages us as directors to go out with one voice and keeps us accountable.
- \_\_\_\_\_ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- I appreciate \_\_\_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- As mentioned above, good collaboration.

# Initiative

## Summary Scores



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



32. Goes above and beyond the stated goals.



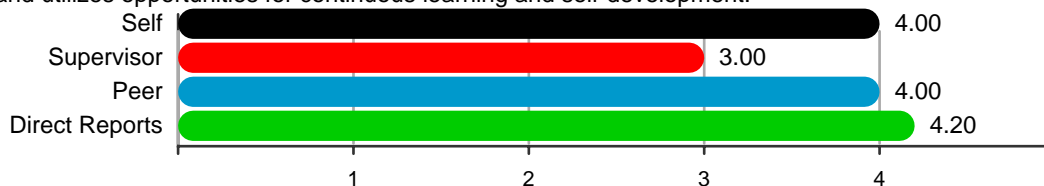
33. Takes action without being asked.



34. Takes the initiative to change the direction or course of events.



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





## Level of Skill

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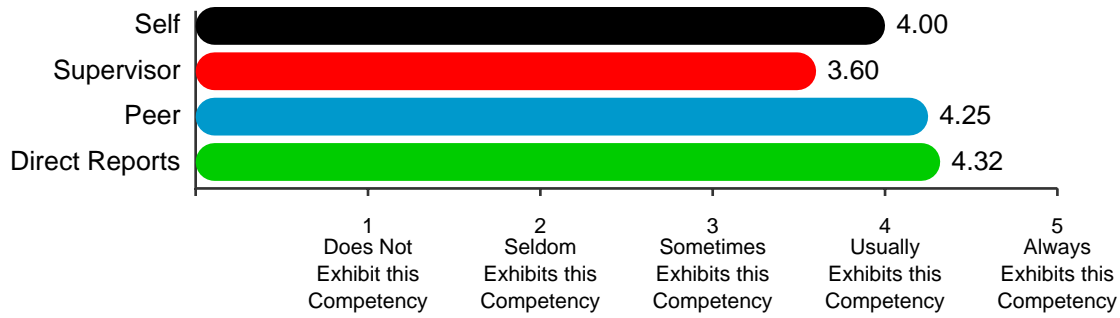
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.07	80.0	20%		53%		27%
32. Goes above and beyond the stated goals.	15	4.47	100.0		53%		47%	
33. Takes action without being asked.	15	4.13	80.0	20%		47%		33%
34. Takes the initiative to change the direction or course of events.	15	4.13	86.7	13%		60%		27%
35. Seeks and utilizes opportunities for continuous learning and self-development.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- Shows curiosity.
- He could benefit from understanding about how to create resolution and clarity.
- He uses the strengths of everyone around him to get the best solutions possible.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.

# Achievement

## Summary Scores



36. Uses established goals and performance measures to keep track of performance.



37. Driven to complete goals despite obstacles that may arise.



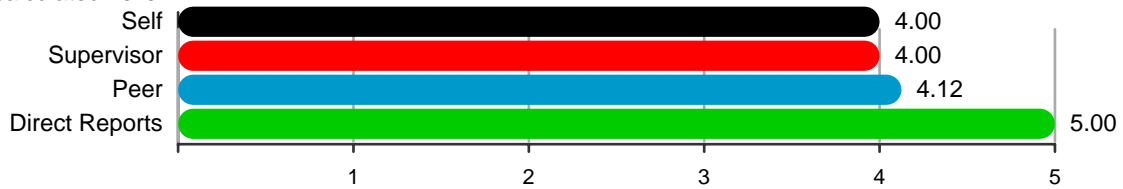
38. Completes work to given time frame and to budget



39. Is results oriented.



40. Takes calculated risks.



### Level of Skill

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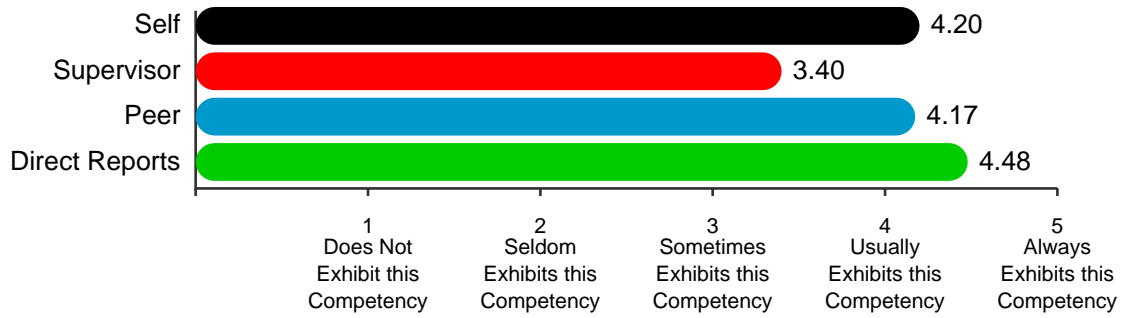
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Uses established goals and performance measures to keep track of performance.	15	4.33	100.0			67%	33%	
37. Driven to complete goals despite obstacles that may arise.	15	3.93	80.0	13%	7%	53%	27%	
38. Completes work to given time frame and to budget	15	4.27	86.7		13%	47%	40%	
39. Is results oriented.	15	4.13	86.7		13%	60%	27%	
40. Takes calculated risks.	15	4.40	93.3		7%	47%	47%	

Comments:

- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- \_\_\_\_\_ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- I really appreciate and respect \_\_\_\_\_'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- The department director should have the authority to lead the team toward the vision laid out by the VP.

# Safety

## Summary Scores



### 41. Keeps accurate safety records.



### 42. Committed to safety in the workplace.



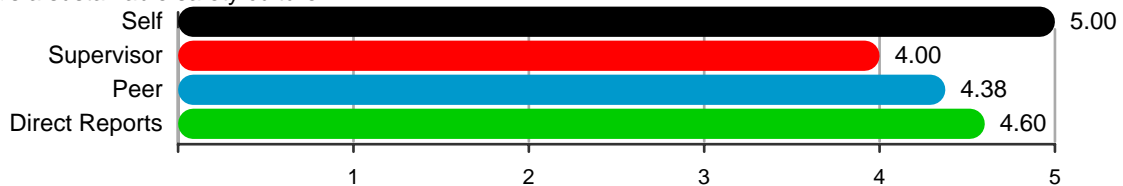
### 43. Mitigates hazards and safety issues that arise.



### 44. Participates in safety training when offered.



### 45. Develops a sustainable safety culture.



## Level of Skill

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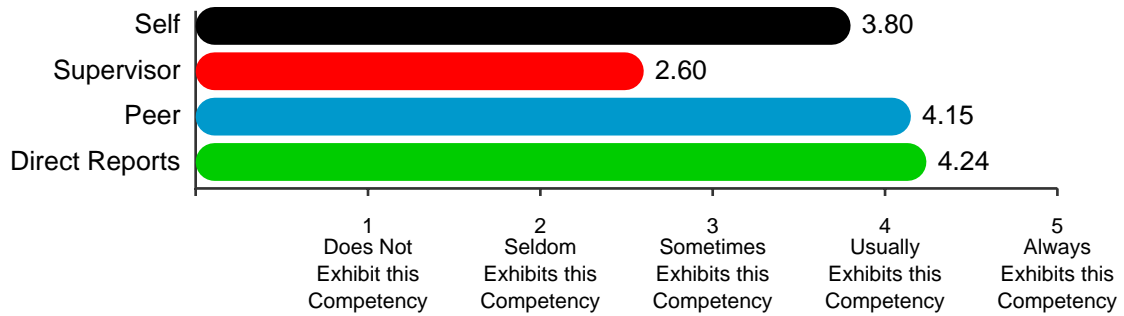
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Keeps accurate safety records.	15	4.33	93.3	7%		53%	40%	
42. Committed to safety in the workplace.	15	4.20	80.0	20%		40%	40%	
43. Mitigates hazards and safety issues that arise.	15	4.13	86.7	13%		60%	27%	
44. Participates in safety training when offered.	15	4.00	86.7	13%		73%		13%
45. Develops a sustainable safety culture.	15	4.47	93.3	7%		40%	53%	

### Comments:

- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- \_\_\_\_\_ is trusting his team, and expecting high standards of behavior from all employees.
- He is very supportive of us and the job we do.
- \_\_\_\_\_ is highly professional in his everyday work.
- A great addition to the team.
- Works hard to build a team environment.

# Recognition

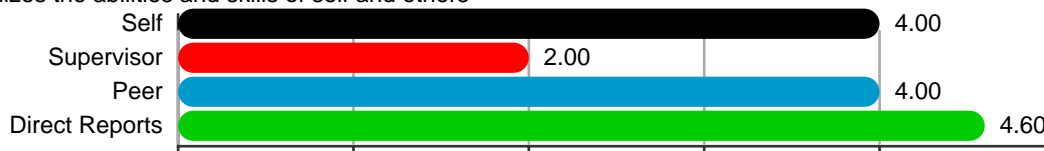
## Summary Scores



46. Is sincerely interested in the suggestions of co-workers



47. Recognizes the abilities and skills of self and others



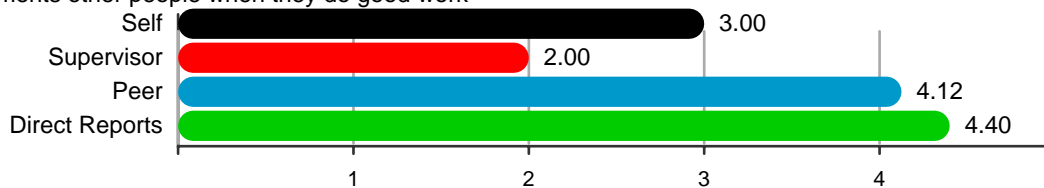
48. Makes people around them feel appreciated and valued.



49. Reinforces and rewards employees for accomplishing necessary goals.



50. Compliments other people when they do good work



### Level of Skill

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46. Is sincerely interested in the suggestions of co-workers	15	3.87	80.0	7%	13%	67%	13%	
47. Recognizes the abilities and skills of self and others	15	4.07	86.7	13%	53%	33%		
48. Makes people around them feel appreciated and valued.	15	4.13	86.7	13%	60%	27%		
49. Reinforces and rewards employees for accomplishing necessary goals.	15	4.20	86.7	7%	7%	47%	40%	
50. Compliments other people when they do good work	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- \_\_\_\_\_ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- He is always collaborative in his approach, and makes good decisions.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- Always appreciate \_\_\_\_\_'s organized approach to coordinating service opportunities between departments

## 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 willing to tackle performance situations and solicits feedback on how his team is doing.
- He has confidence in leading and making decisions improving rapidly.
- He's a good and reliable team member.
- I am having a hard time evaluating the last four. \_\_\_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- He is beginning to reach out to the other managers more, and it is appreciated.

### What do you like best about working with this individual?

- \_\_\_\_\_ has excellent communication skills.
- I don't often get a chance to see \_\_\_\_\_ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- \_\_\_\_\_ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Cannot think of anything
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- Without a doubt, \_\_\_\_\_ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.

### What do you like least about working with this individual?

- \_\_\_\_\_ works very well with other departments.
- \_\_\_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- I love how he is always open to approach with any questions I have, no matter the hour.
- \_\_\_\_\_ has improved on his quick assessment of situations and as a result it has helped me improve also
- \_\_\_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- \_\_\_\_\_ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, he is able to listen and alter his approach for consideration to staff's views.

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

- \_\_\_\_\_ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_\_\_ has confidence that the work will be done well.
- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- \_\_\_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- If feel \_\_\_\_\_ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.



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

- He has been a great addition to the department in this area.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- \_\_\_\_\_ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.

### Any final comments?

- I love working with his and hope to continue having his as my supervisor!
- \_\_\_\_\_ is an excellent communicator and is very open and supportive to his staff.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- \_\_\_\_\_ has demonstrated the ability to manage significant changes in his area with great skill.
- Is a fantastic source of feedback and growth development.
- \_\_\_\_\_ has been eager to learn his new position and is transitioning well.