

Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

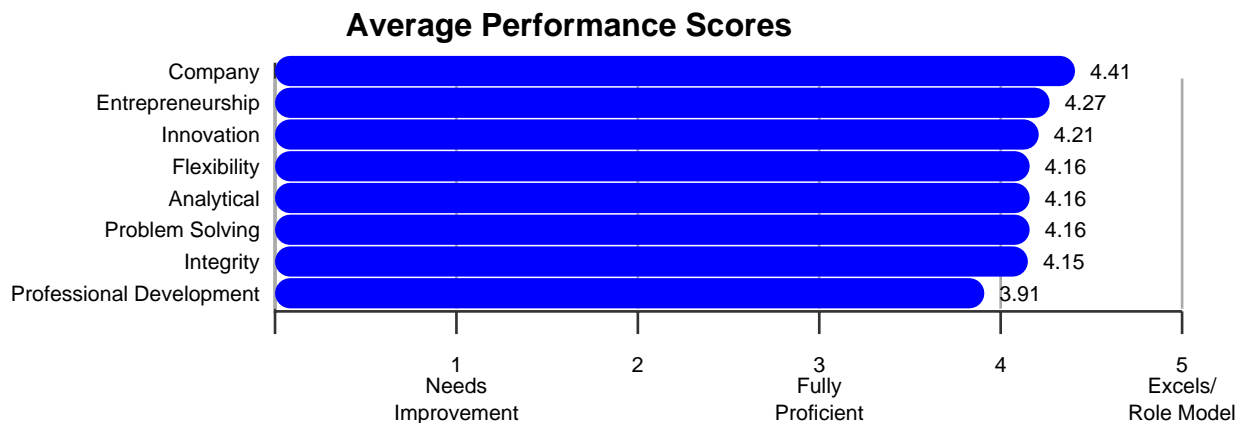
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

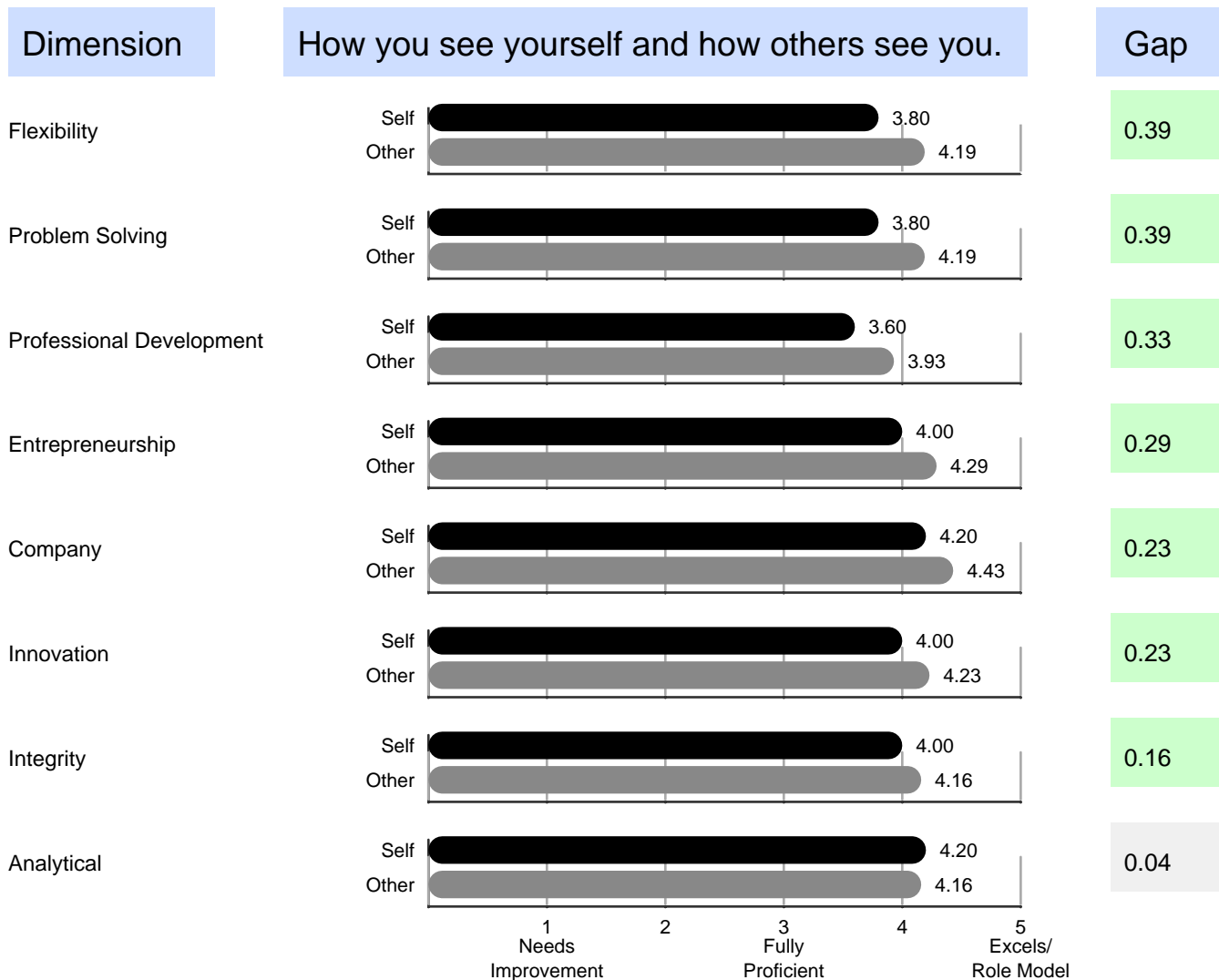
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



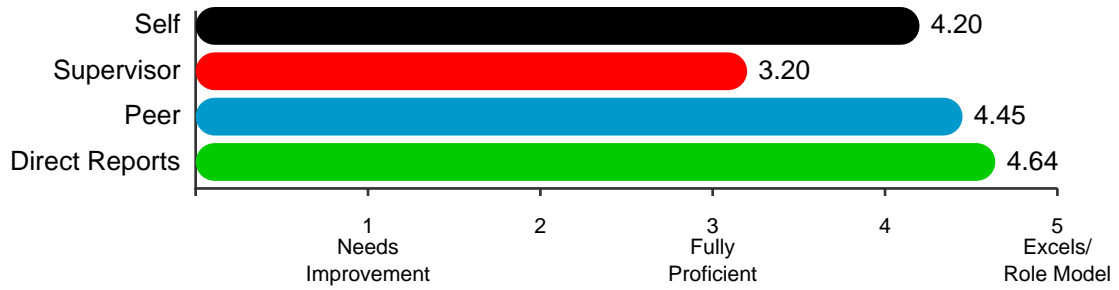
Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Company

Summary Scores



1. Follows existing procedures and processes.



2. Attends [Company] gatherings and social events.



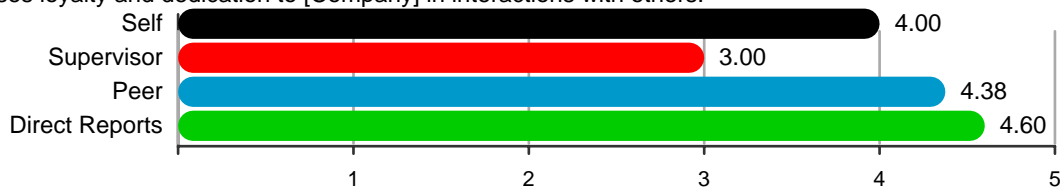
3. Impresses upon others the important aspects of [Company].



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



5. Expresses loyalty and dedication to [Company] in interactions with 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 Improvement) to green (Excels/ Role Model).

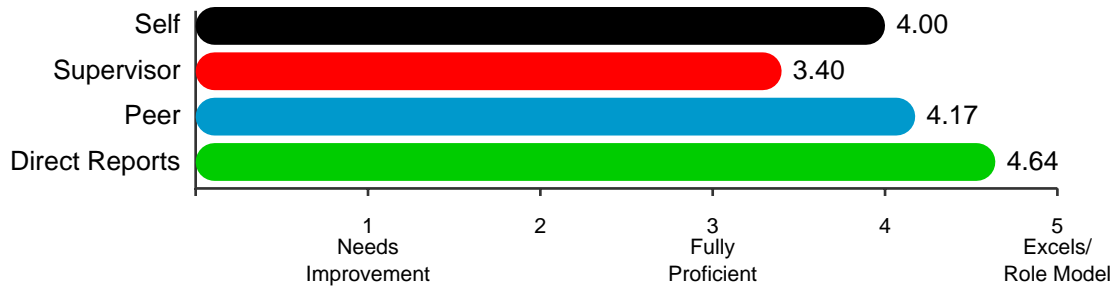
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Follows existing procedures and processes.	15	4.20	93.3	7%	67%	27%
2. Attends [Company] gatherings and social events.	15	4.87	100.0	13%	87%	
3. Impresses upon others the important aspects of [Company].	15	4.27	93.3	7%	60%	33%
4. Understands the use of [Company] products and services.	15	4.40	86.7	13%	33%	53%
5. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.33	93.3	7%	53%	40%

Comments:

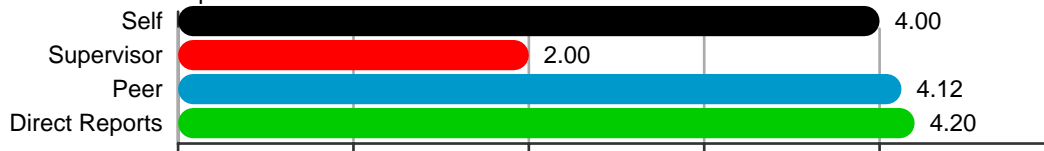
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- It's been great working with him.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.

Entrepreneurship

Summary Scores



6. Takes the initiative to complete tasks.



7. Finds unique ways to go around barriers to success.



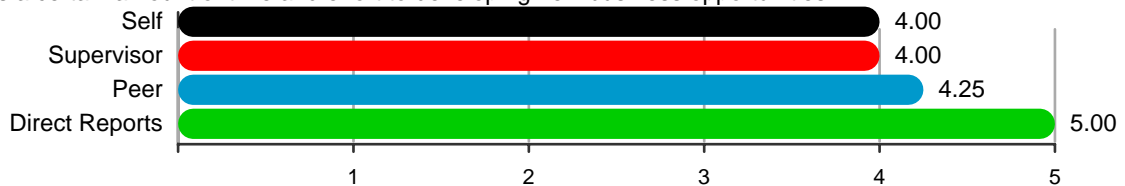
8. Balances risks and rewards when making decisions.



9. Understands the processes and various stages of business development.



10. Devotes a certain amount of time and effort to developing new business opportunities.



Level of Skill

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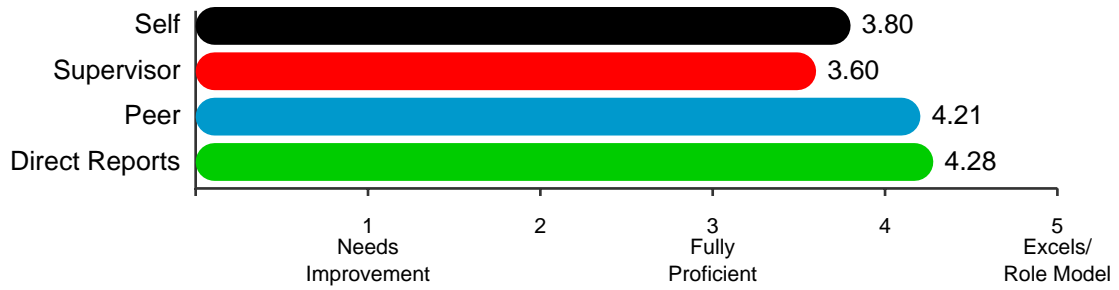
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Takes the initiative to complete tasks.	15	4.00	80.0	7%	13%	53%	27%
7. Finds unique ways to go around barriers to success.	15	4.07	80.0		20%	53%	27%
8. Balances risks and rewards when making decisions.	15	4.33	93.3	7%		47%	47%
9. Understands the processes and various stages of business development.	15	4.47	93.3	7%		40%	53%
10. Devotes a certain amount of time and effort to developing new business opportunities.	15	4.47	93.3	7%		40%	53%

Comments:

- _____ continually is analyzing our current states and identifying areas that we can improve.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.

Flexibility

Summary Scores



11. Adapts to circumstances as needed.



12. Acts decisively in frequently changing and uncertain environment.



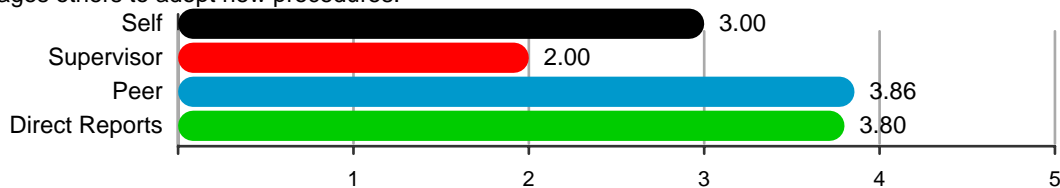
13. Identifies new opportunities to achieve goals



14. Is open to alternative ways to accomplish goals



15. Encourages others to adopt new procedures.



Level of Skill

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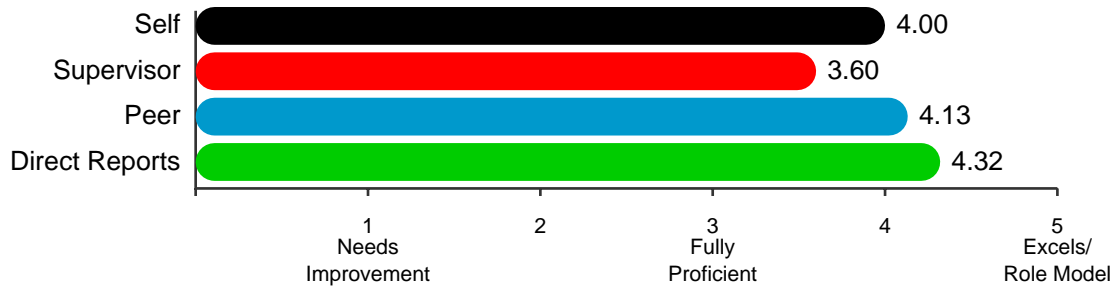
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Adapts to circumstances as needed.	15	4.60	100.0	40%	60%	
12. Acts decisively in frequently changing and uncertain environment.	15	4.27	100.0	73%		27%
13. Identifies new opportunities to achieve goals	15	4.33	100.0	67%		33%
14. Is open to alternative ways to accomplish goals	15	3.93	73.3	27%	53%	20%
15. Encourages others to adopt new procedures.	14	3.64	57.1	14%	29%	36%

Comments:

- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- Always has the company's best interest at heart.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- Constantly working on improving the customer experience.
- Personality. Great Mentor and Leader. Talented.

Integrity

Summary Scores



16. Demonstrates honesty and truthfulness at all times.



17. Protects the integrity and confidentiality of information



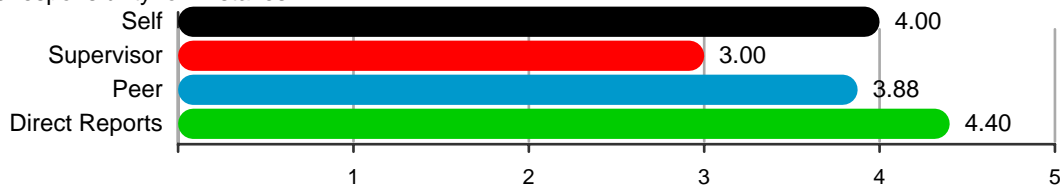
18. Maintains strong relationships with others.



19. Demonstrates sincerity in actions with others.



20. Accepts responsibility for mistakes.



Level of Skill

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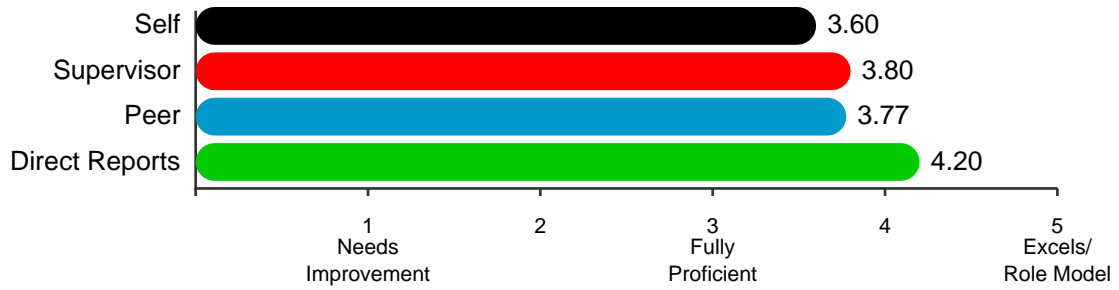
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Demonstrates honesty and truthfulness at all times.	15	4.33	86.7	13%		40%	47%
17. Protects the integrity and confidentiality of information	15	4.27	93.3	7%		60%	33%
18. Maintains strong relationships with others.	14	4.00	92.9	7%		86%	7%
19. Demonstrates sincerity in actions with others.	14	4.14	85.7	7%	7%	50%	36%
20. Accepts responsibility for mistakes.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- 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.
- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- _____ has been very supportive as a supervisor.
- He is effective and his knowledge of processes is invaluable.

Professional Development

Summary Scores



21. Contributing fully to the extent of their skills



22. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



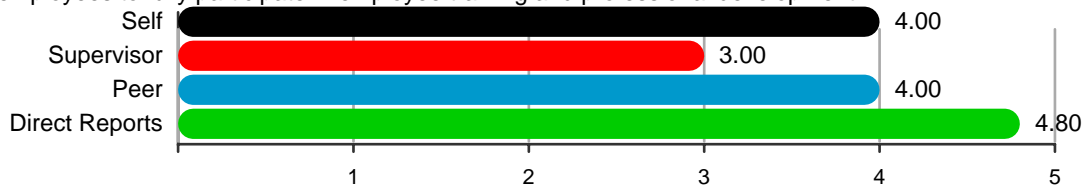
23. Quickly acquire and apply new knowledge and skills when needed



24. Seeks opportunities for professional development.



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



Level of Skill

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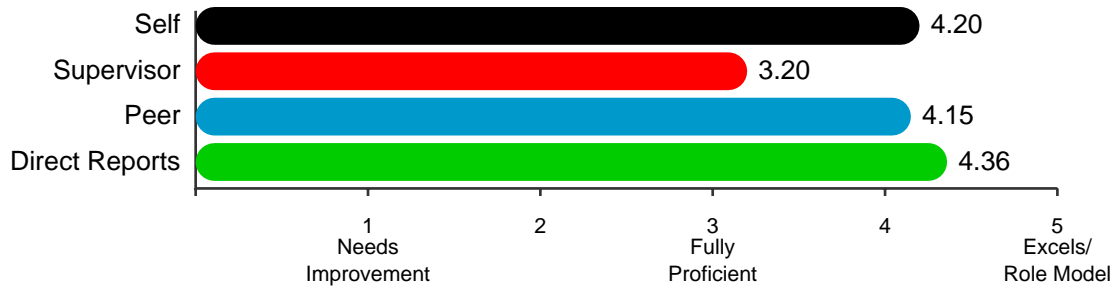
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Contributing fully to the extent of their skills	15	4.00	66.7	13%	20%	20%	47%	
22. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.47	53.3	13%	33%	47%	7%	
23. Quickly acquire and apply new knowledge and skills when needed	15	3.60	66.7	13%	20%	60%	7%	
24. Seeks opportunities for professional development.	15	4.27	86.7	7%	7%	40%	47%	
25. Allows employees to fully participate in employee training and professional development.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

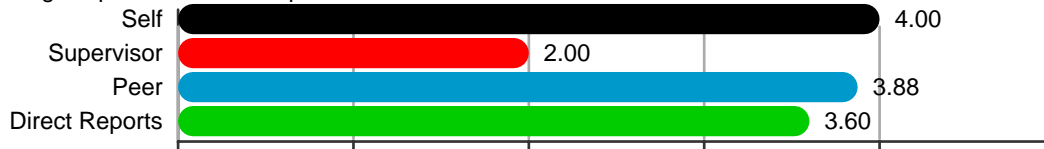
- _____ can be counted on for his reliability.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- Participates in training to learn Core Competency processes.
- The department is lucky to have him.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.

Analytical

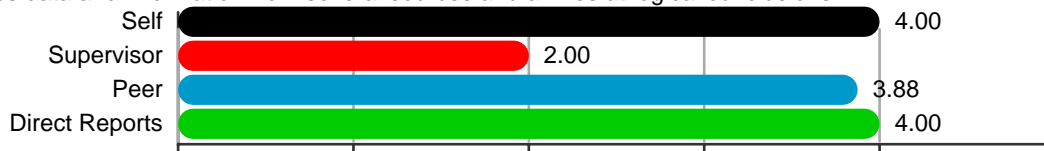
Summary Scores



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



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



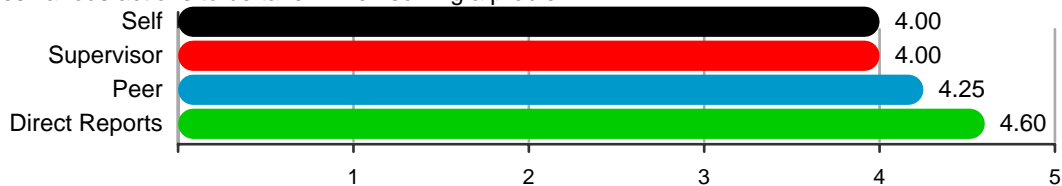
28. Implements data validation techniques and methods.



29. Selects the appropriate techniques for analysis.



30. Prioritizes various actions to be taken when solving a problem.



Level of Skill

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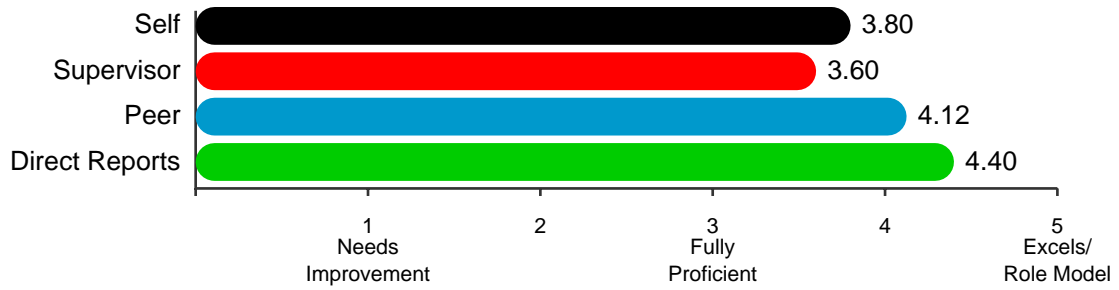
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Asks the "right" questions to size up or evaluate situations.	15	3.67	66.7	20%	13%	47%		20%
27. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.80	73.3	20%	7%	47%		27%
28. Implements data validation techniques and methods.	15	4.33	86.7	13%		40%		47%
29. Selects the appropriate techniques for analysis.	15	4.67	100.0			33%		67%
30. Prioritizes various actions to be taken when solving a problem.	15	4.33	100.0			67%		33%

Comments:

- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.

Problem Solving

Summary Scores



31. Ability to develop innovative solutions to problems.



32. Solves problems using logic and insight.



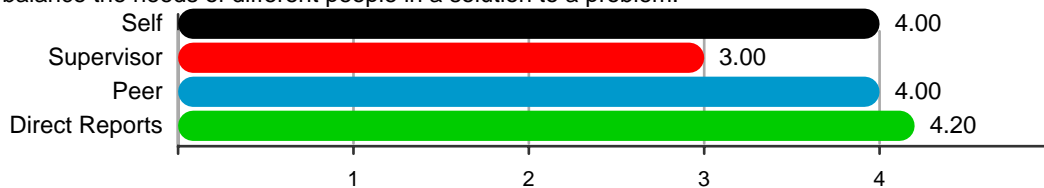
33. Works cooperatively with others to solve problems.



34. Actively seeks the root cause of a problem.



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



Level of Skill

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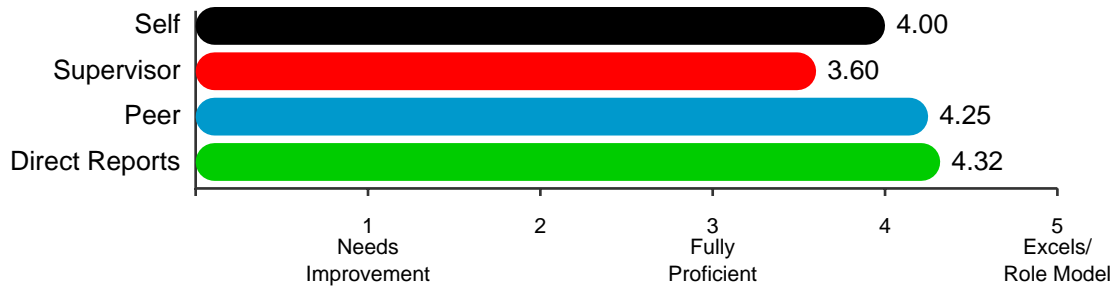
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Ability to develop innovative solutions to problems.	15	4.07	80.0	20%	53%	27%
32. Solves problems using logic and insight.	15	4.47	100.0		53%	47%
33. Works cooperatively with others to solve problems.	15	4.13	80.0	20%	47%	33%
34. Actively seeks the root cause of a problem.	15	4.13	86.7	13%	60%	27%
35. Able to balance the needs of different people in a solution to a problem.	15	4.00	80.0	20%	60%	20%

Comments:

- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- He is continually looking for ways to improve our service to our customers.
- He presents a clear picture of where the department is now and where we need to be headed.
- Personality. Great Mentor and Leader. Talented.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

Innovation

Summary Scores



36. Takes risks to advance important ideas.



37. Analyzes current procedures and identifies opportunities for improvement.



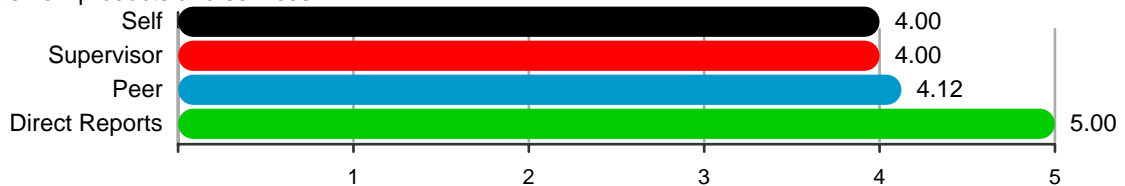
38. Offers constructive improvements to existing systems.



39. Creates a safe environment for idea-sharing.



40. Develops new 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Takes risks to advance important ideas.	15	4.33	100.0			67%		33%
37. Analyzes current procedures and identifies opportunities for improvement.	15	3.93	80.0	13%	7%	53%		27%
38. Offers constructive improvements to existing systems.	15	4.27	86.7	13%		47%		40%
39. Creates a safe environment for idea-sharing.	15	4.13	86.7	13%		60%		27%
40. Develops new products and services.	15	4.40	93.3	7%		47%		47%

Comments:

- _____ has nothing but [CompanyName]'s best interest at heart.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- He takes the time to explain to staff the rationale of changes being made.

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?

- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- 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.
- Provides reinforcement and feedback within the context of the overall business strategy.
- _____ 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.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- _____ is a very solid manager who meets or exceeds expectations of his role.

What do you like best about working with this individual?

- _____ is very sharp and plays a vital role in this organization
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.

What do you like least about working with this individual?

- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- _____ meets and exceeds all of these leadership roles.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- I truly enjoy working with _____ on a daily basis.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.

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

- Provides team members with frequent informal feedback.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- _____ is a good leader because he gives examples through his own behavior.
- When there are any issues, I can take them to _____ and together we are able to work out the issues.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.

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

- He is very relatable and I believe it helps with the initial contact with the prospects.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- He sets a good example for personal growth.

Any final comments?

- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- I know that _____ cares about me as a total individual not just as a professional.