



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.

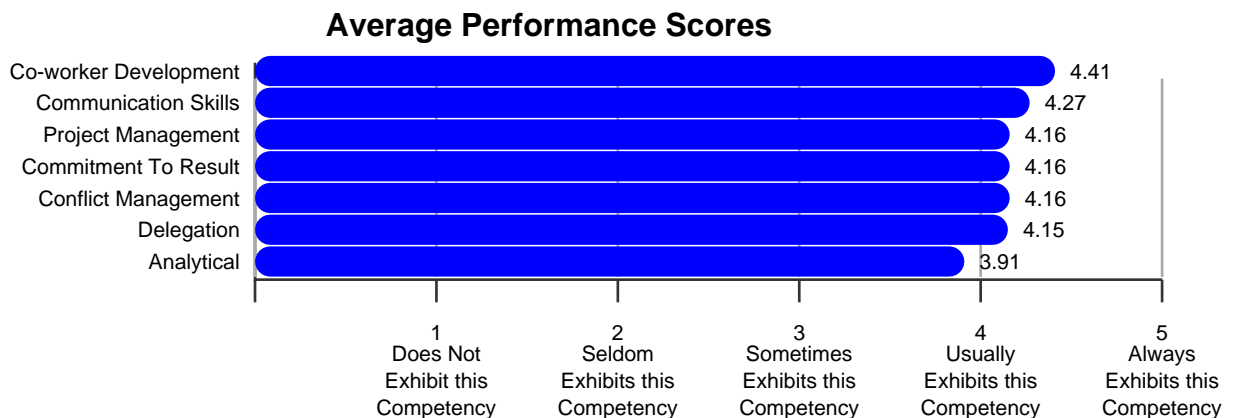
## What to Do with Your Feedback

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

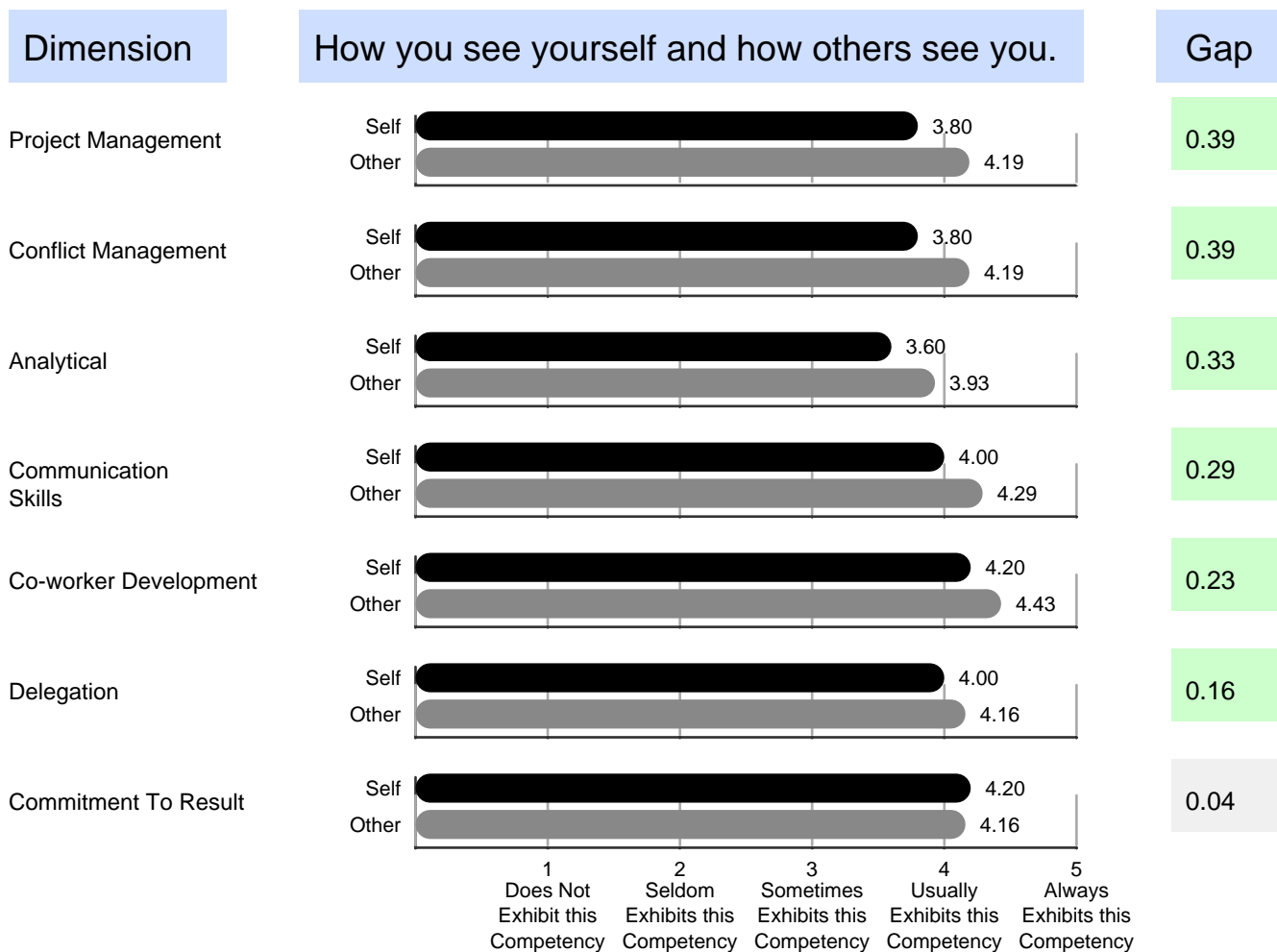
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



# Co-worker Development

## Summary Scores



### 1. Gives others development opportunities through project assignments and increased job responsibilities



### 2. Provides ongoing feedback to co-workers on their development progress



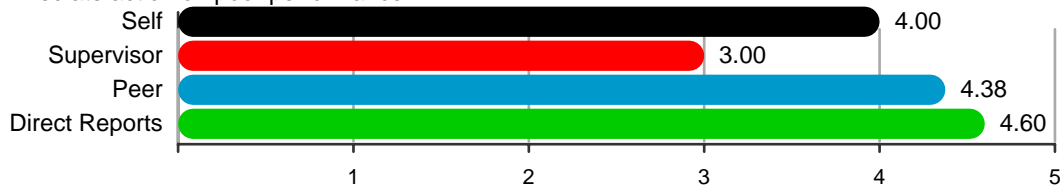
### 3. Sets and clearly communicates expectations, performance goals, and measurements to others



### 4. Adapts coaching and mentoring approach to meet the style or needs of individuals



### 5. Takes immediate action on poor performance



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

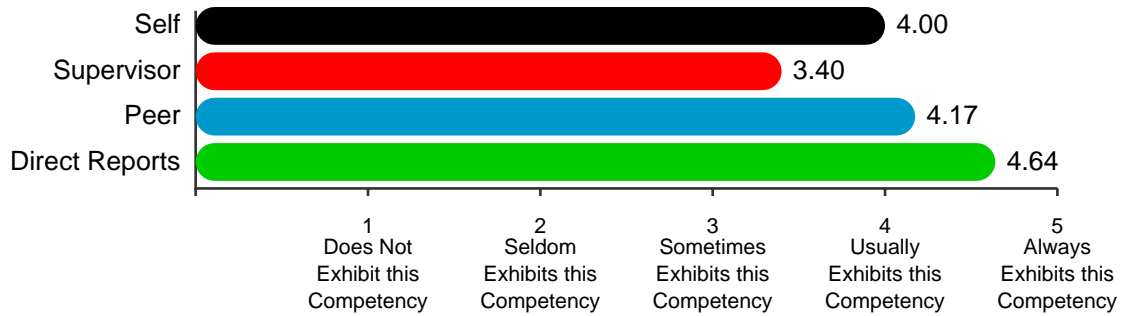
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Gives others development opportunities through project assignments and increased job responsibilities	15	4.20	93.3	7%		67%		27%
2. Provides ongoing feedback to co-workers on their development progress	15	4.87	100.0	13%		87%		
3. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.27	93.3	7%		60%		33%
4. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.40	86.7	13%	33%		53%	
5. Takes immediate action on poor performance	15	4.33	93.3	7%		53%		40%

### Comments:

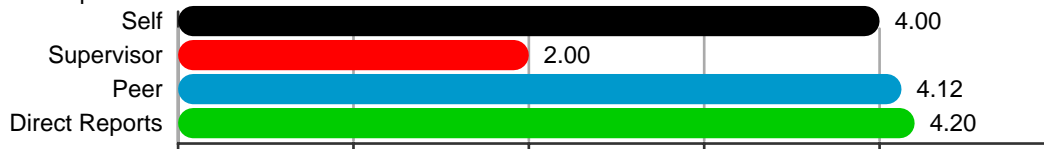
- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- Provide more clarity. Increase your technical knowledge.
- \_\_\_\_\_ is able to multitask in a variety of ways.
- \_\_\_\_\_ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- \_\_\_\_\_ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- \_\_\_\_\_ addresses questions/concerns quickly and listens to staffs' needs.

# Communication Skills

## Summary Scores



### 6. Able to deliver presentations.



### 7. Checks for understanding throughout conversations or group presentations/discussions



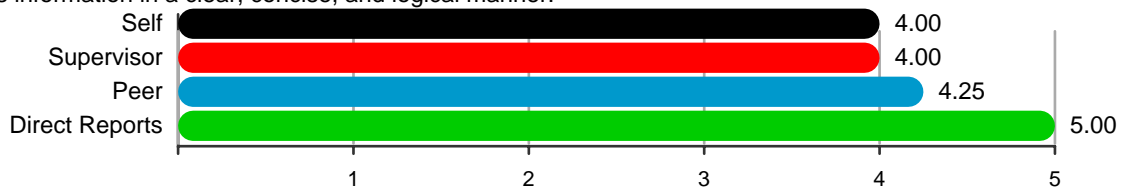
### 8. Delivers influential presentations.



### 9. Communications with department leadership



### 10. Delivers information in a clear, concise, and logical manner.



## Level of Skill

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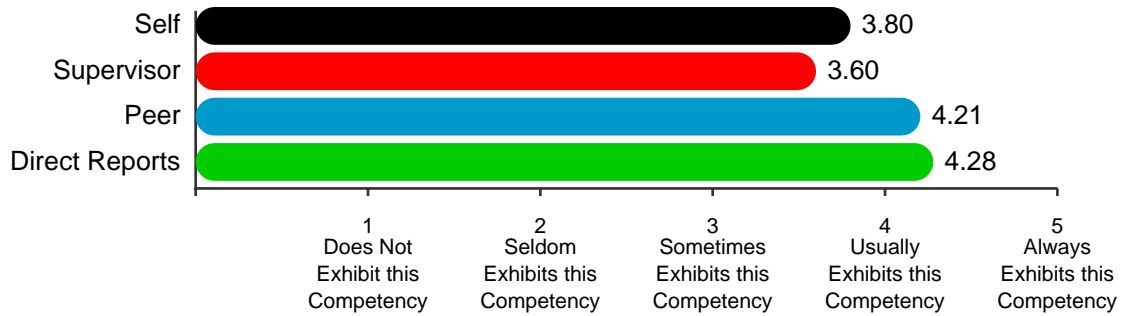
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Able to deliver presentations.	15	4.00	80.0	7%	13%	53%	27%	
7. Checks for understanding throughout conversations or group presentations/discussions	15	4.07	80.0		20%	53%	27%	
8. Delivers influential presentations.	15	4.33	93.3	7%	47%	47%		
9. Communications with department leadership	15	4.47	93.3	7%	40%	53%		
10. Delivers information in a clear, concise, and logical manner.	15	4.47	93.3	7%	40%	53%		

### Comments:

- \_\_\_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- Don't work with him enough to observe the vast majority of these items.
- He quickly addresses any challenges that may arise.
- He leads by example.
- \_\_\_\_\_ 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.

# Project Management

## Summary Scores



### 11. Organizes, plans, and directs resources to accomplish the goals and objectives.



### 12. Organizes work and sets priorities as needed.



### 13. Maintains costs and expenses within budget limits.



### 14. Anticipates potential problems and institutes controls and contingency plans to address them.



### 15. Able to adjust project schedule as needed to accommodate unforeseen issues.





## Level of Skill

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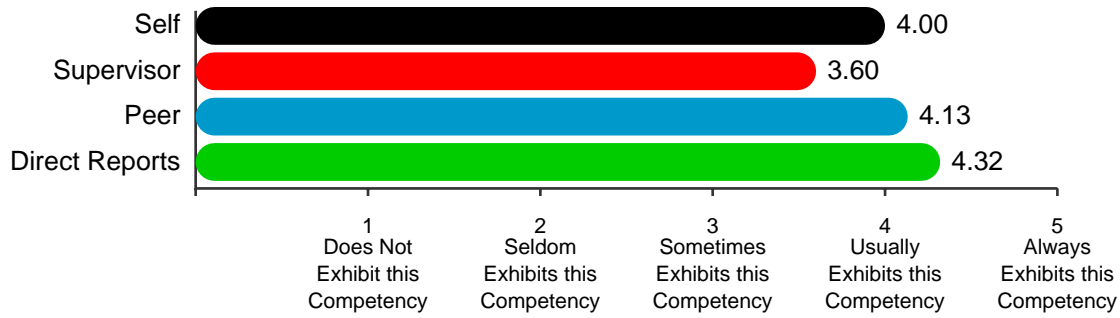
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	4.60	100.0			40%	60%	
12. Organizes work and sets priorities as needed.	15	4.27	100.0			73%		27%
13. Maintains costs and expenses within budget limits.	15	4.33	100.0			67%		33%
14. Anticipates potential problems and institutes controls and contingency plans to address them.	15	3.93	73.3	27%		53%		20%
15. Able to adjust project schedule as needed to accommodate unforeseen issues.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_\_\_ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- Always appreciate \_\_\_\_\_'s organized approach to coordinating service opportunities between departments
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- I will always remember \_\_\_\_\_ as my first manager and be thankful he helped shape my first career.
- \_\_\_\_\_ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.

# Delegation

## Summary Scores



16. Sets clear and reasonable expectations for others and follows through on their progress.



17. Assigns tasks to create learning opportunities for the employees.



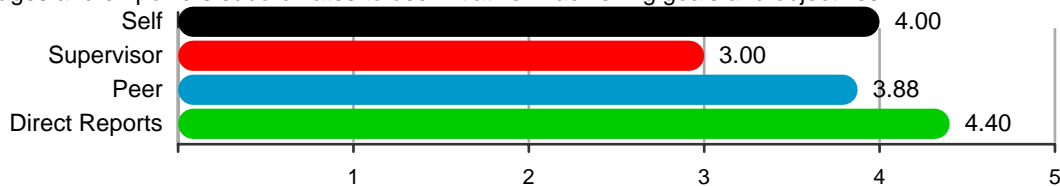
18. Allows employees to decide how they wish to complete the tasks.



19. Allows subordinates to use their own methods and procedures.



20. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



### Level of Skill

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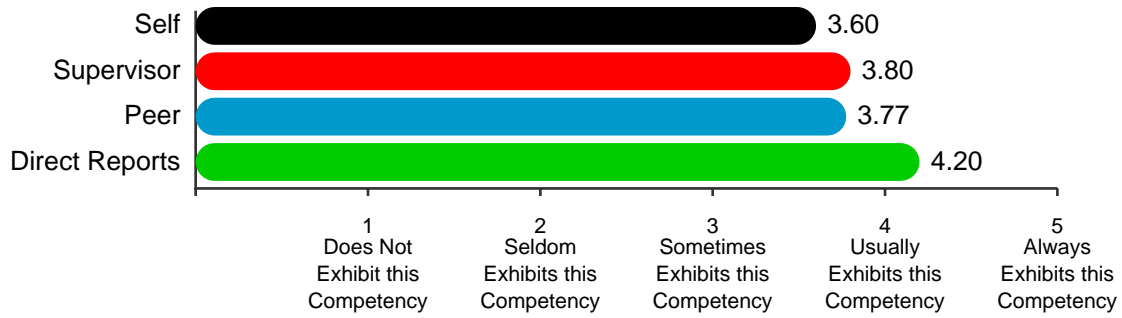
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.33	86.7	13%	40%	47%		
17. Assigns tasks to create learning opportunities for the employees.	15	4.27	93.3	7%	60%	33%		
18. Allows employees to decide how they wish to complete the tasks.	14	4.00	92.9	7%	86%	7%		
19. Allows subordinates to use their own methods and procedures.	14	4.14	85.7	7%	7%	50%	36%	
20. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He is very relatable and I believe it helps with the initial contact with the prospects.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- \_\_\_\_\_ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- \_\_\_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- \_\_\_\_\_ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.

# Analytical

## Summary Scores



### 21. Implements data validation techniques and methods.



### 22. Prioritizes various actions to be taken when solving a problem.



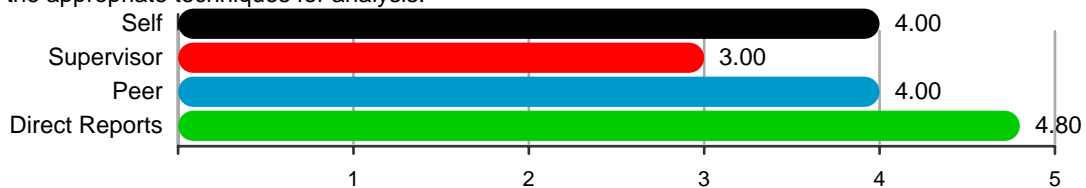
### 23. Identifies the root cause of a problem.



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



### 25. Selects the appropriate techniques for analysis.



### Level of Skill

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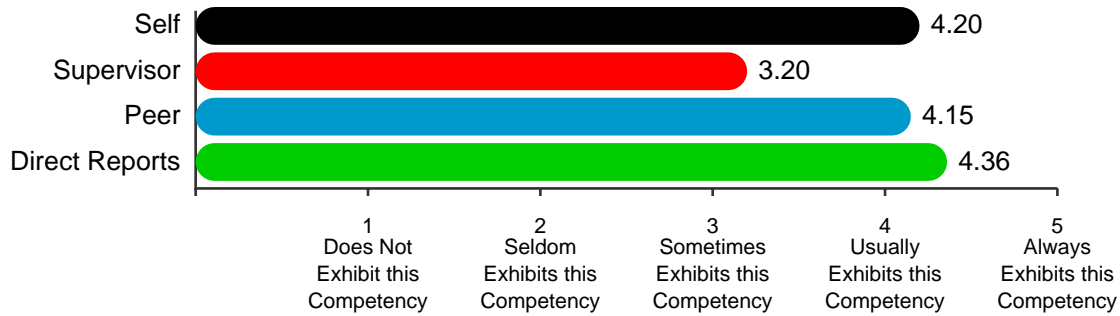
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Implements data validation techniques and methods.	15	4.00	66.7	13%	20%	20%	47%	
22. Prioritizes various actions to be taken when solving a problem.	15	3.47	53.3	13%	33%	47%	7%	
23. Identifies the root cause of a problem.	15	3.60	66.7	13%	20%	60%	7%	
24. Analyzes data and information from several sources and arrives at logical conclusions.	15	4.27	86.7	7%	7%	40%	47%	
25. Selects the appropriate techniques for analysis.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

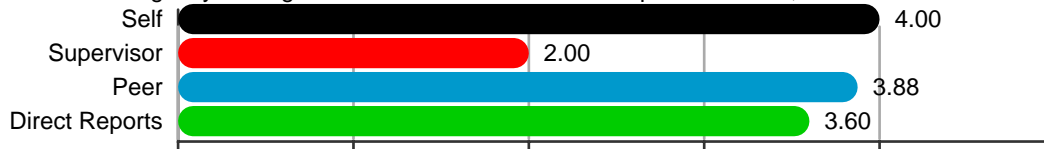
- I feel \_\_\_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- He sometimes comes off as confused about organizational/operational direction.
- You can count on \_\_\_\_\_ to give you the most honest feedback even if it is information you may not want to hear.
- He truly is the best Manager I have ever had.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.

# Commitment To Result

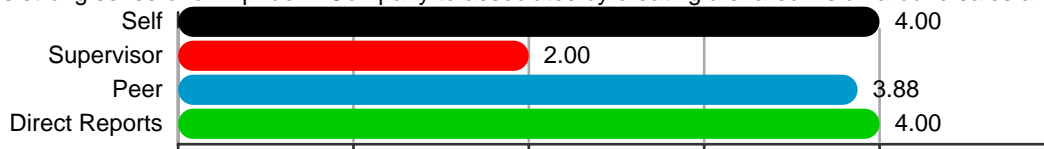
## Summary Scores



26. Creates a sense of urgency among the store team members to complete activities, which drive sales.



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



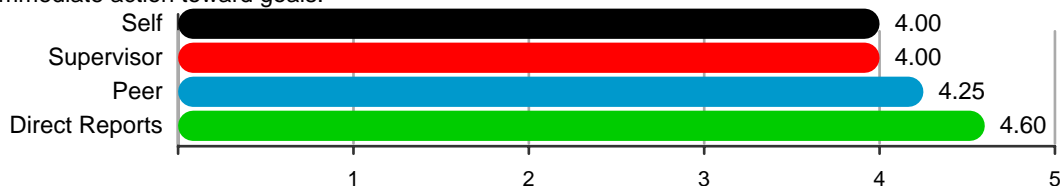
28. Encourages commitment in others to obtain results.



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



30. Takes immediate action toward goals.



### Level of Skill

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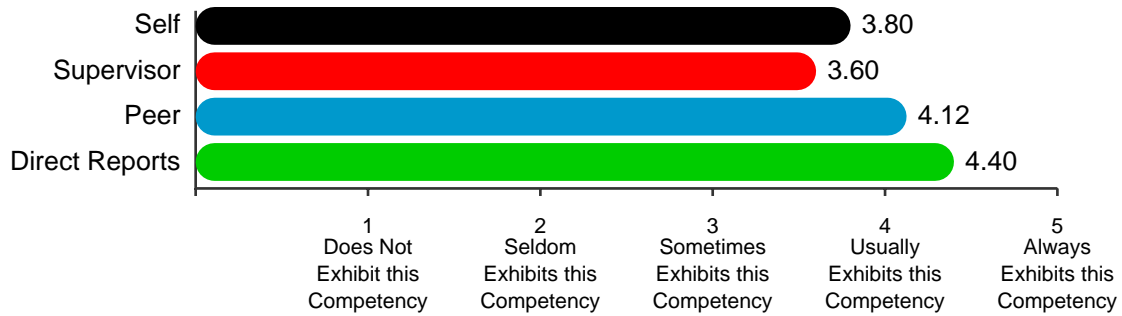
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.67	66.7	20%	13%	47%	20%	
27. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.80	73.3	20%	7%	47%	27%	
28. Encourages commitment in others to obtain results.	15	4.33	86.7		13%	40%	47%	
29. Able to focus on a task even when working alone.	15	4.67	100.0			33%	67%	
30. Takes immediate action toward goals.	15	4.33	100.0			67%	33%	

Comments:

- He uses the strengths of everyone around him to get the best solutions possible.
- Positive energy and a team player.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- I have had personal interactions with \_\_\_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- \_\_\_\_\_ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- \_\_\_\_\_ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.

# Conflict Management

## Summary Scores



31. Assists team members by helping them see the other point of view.



32. Helps employees to think through alternative ways to resolve conflict situations.



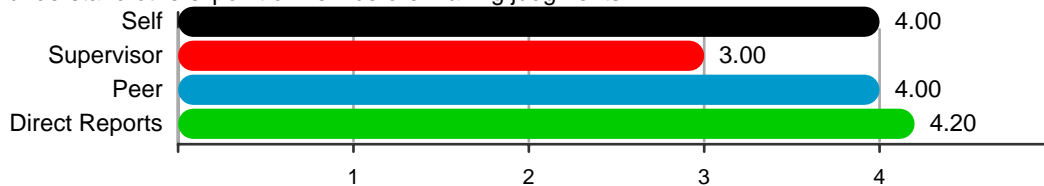
33. Discusses conflict situations with supervisor.



34. Clearly expresses expectations to others.



35. Tries to understand others' point of view before making judgments





## Level of Skill

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31. Assists team members by helping them see the other point of view.	15	4.07	80.0	20%		53%		27%
32. Helps employees to think through alternative ways to resolve conflict situations.	15	4.47	100.0		53%		47%	
33. Discusses conflict situations with supervisor.	15	4.13	80.0	20%		47%		33%
34. Clearly expresses expectations to others.	15	4.13	86.7	13%		60%		27%
35. Tries to understand others' point of view before making judgments	15	4.00	80.0	20%		60%		20%

### Comments:

- Where do I even start to articulate how much I value about working with \_\_\_\_\_? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher ] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as \_\_\_\_\_ is.
- \_\_\_\_\_ is a role model of a leader and I feel privileged to have \_\_\_\_\_ as a leader and a mentor.
- He challenges me every day to be my best and I appreciate that.
- He cares deeply about the engagement of his staff and has concern for those in need.
- \_\_\_\_\_ has been an excellent assistant manager.
- \_\_\_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.

## 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?

- \_\_\_\_\_ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- \_\_\_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- I appreciate how \_\_\_\_\_ guides, supports, and direct staff.
- \_\_\_\_\_'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- He is a dedicated person who inspires excellence in both staff and customer service.

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

- I have appreciated partnering with \_\_\_\_\_ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- Communication to staff has greatly improved.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them.

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

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- This year \_\_\_\_\_ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- \_\_\_\_\_ always remembers the customer is at the center of what we do.
- 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.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- \_\_\_\_\_ not only values and listens to his staff he also gives them the support they need.

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

- Transparency and honesty is important early in the process.
- \_\_\_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- I appreciate \_\_\_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.

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

- \_\_\_\_\_ sets high standards for those he works with and expects the same of herself.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- He is such a model for leaders throughout our organization.
- \_\_\_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- I think \_\_\_\_\_ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.

### Any final comments?

- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- \_\_\_\_\_ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- \_\_\_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.
- \_\_\_\_\_ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- Sometimes his decisions aren't thought through from a financial perspective.