



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.

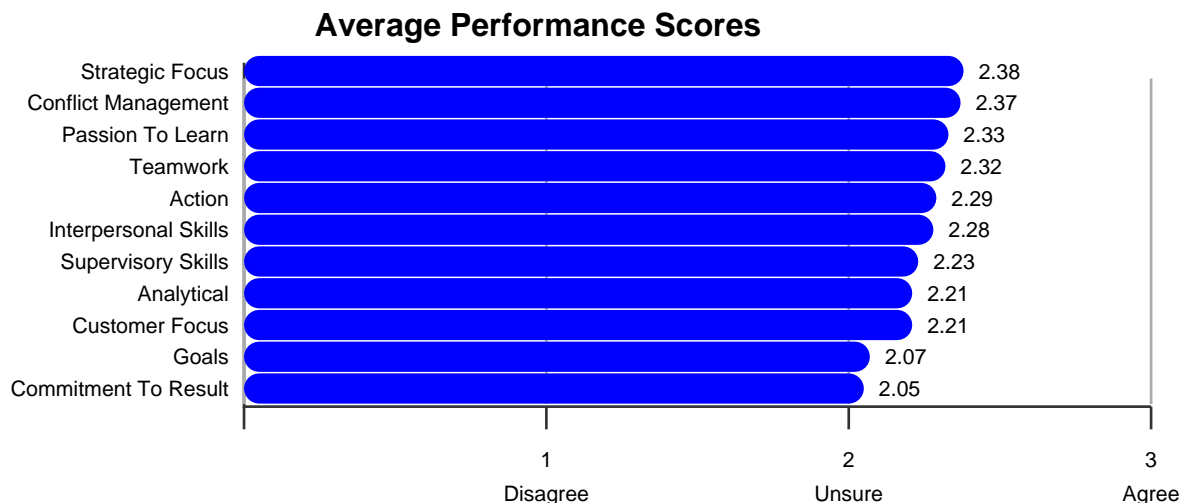
What to Do with Your Feedback

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.



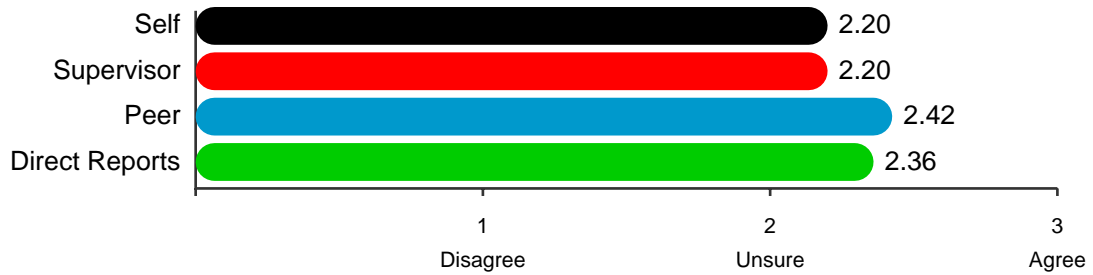
Gap Analysis

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.



Conflict Management

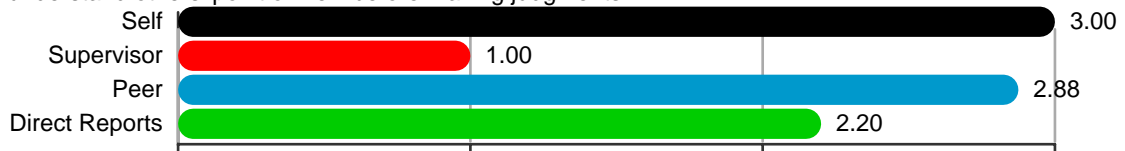
Summary Scores



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



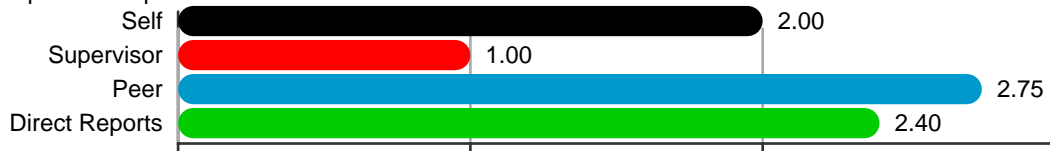
2. Tries to understand others' point of view before making judgments



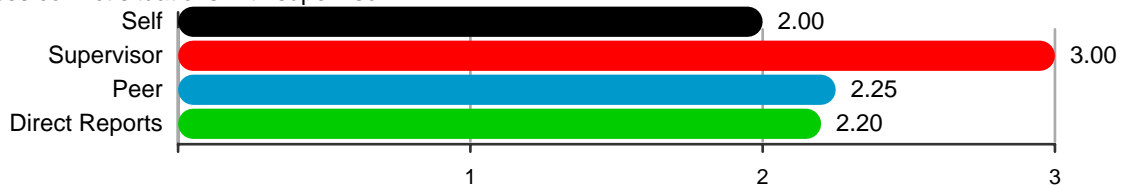
3. Deals effectively with employee grievances.



4. Clearly expresses expectations to others.



5. Discusses conflict situations with supervisor.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

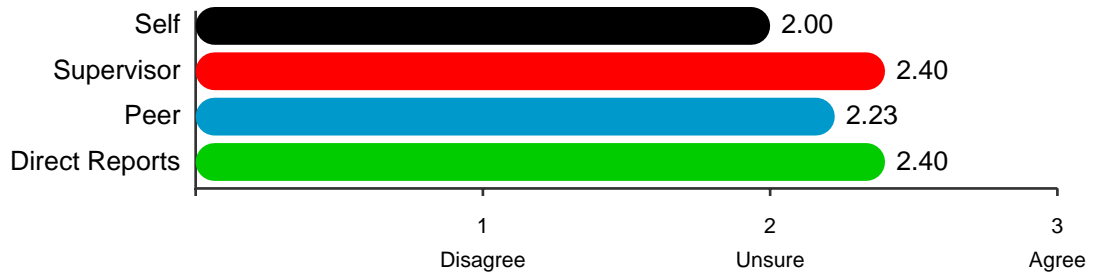
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Assists team members by helping them see the other point of view.	15	2.27	33.3	7%	60%	33%
2. Tries to understand others' point of view before making judgments	15	2.53	73.3	20%	7%	73%
3. Deals effectively with employee grievances.	15	2.33	40.0	7%	53%	40%
4. Clearly expresses expectations to others.	15	2.47	53.3	7%	40%	53%
5. Discusses conflict situations with supervisor.	15	2.27	40.0	13%	47%	40%

Comments:

- He is very relatable and I believe it helps with the initial contact with the prospects.
- He knows his subject matter!
- 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.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.

Interpersonal Skills

Summary Scores



6. Is a role model for others



7. Applies appropriate communication techniques to the situation.



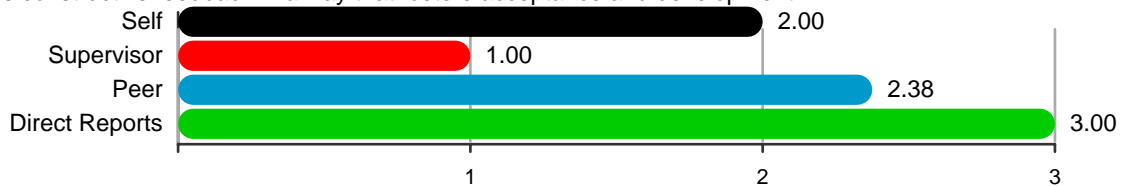
8. Is open and approachable



9. Uses knowledge and charisma rather than position, power, or coercion to influence others



10. Provides constructive feedback in a way that fosters acceptance and development.



Level of Skill

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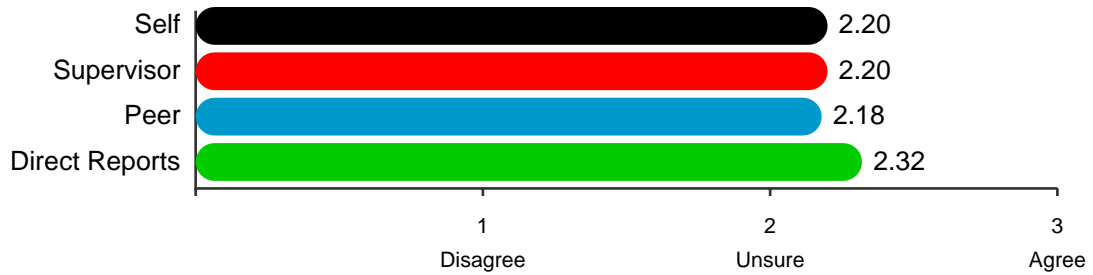
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Is a role model for others	15	2.13	33.3	20%	47%	33%
7. Applies appropriate communication techniques to the situation.	15	2.07	26.7	20%	53%	27%
8. Is open and approachable	15	2.33	40.0	7%	53%	40%
9. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	2.40	53.3	13%	33%	53%
10. Provides constructive feedback in a way that fosters acceptance and development.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ handles every situation in a professional manner and he responds promptly to requests.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- He clearly assigns our responsibilities by our individual strengths.
- His communication techniques are clear and to the point which is very much appreciated.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.

Supervisory Skills

Summary Scores



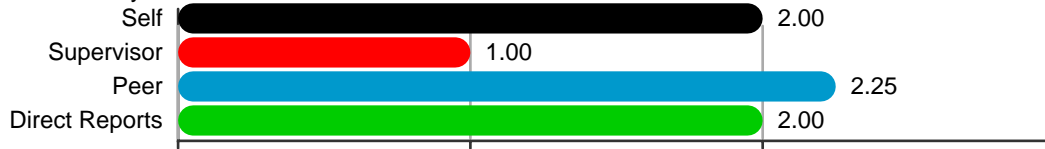
11. Promotes teamwork and cooperation within the department.



12. Appropriately recognizes and rewards employees.



13. Delegates effectively.



14. Is aware of the unique strengths of each employee.



15. Resolves personnel problems quickly and effectively.



Level of Skill

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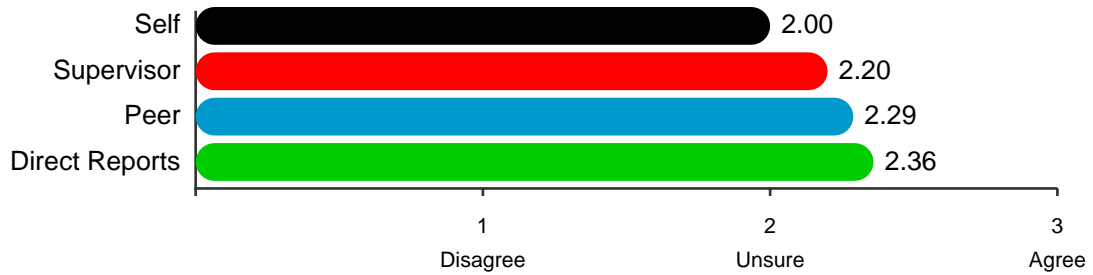
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Promotes teamwork and cooperation within the department.	15	2.33	40.0	7%	53%	40%
12. Appropriately recognizes and rewards employees.	15	2.07	20.0	13%	67%	20%
13. Delegates effectively.	15	2.07	26.7	20%	53%	27%
14. Is aware of the unique strengths of each employee.	15	2.27	40.0	13%	47%	40%
15. Resolves personnel problems quickly and effectively.	14	2.43	50.0	7%	43%	50%

Comments:

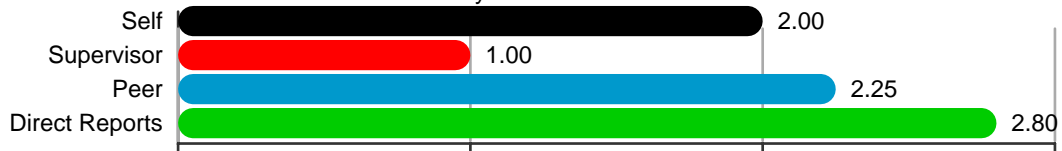
- Confidence, Attitude, Desire to learn.
- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.
- _____ applied his strong analytical skills to problem solving.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- Participates in training to learn Core Competency processes.
- _____ 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.

Action

Summary Scores



16. Is not afraid to take corrective action when necessary.



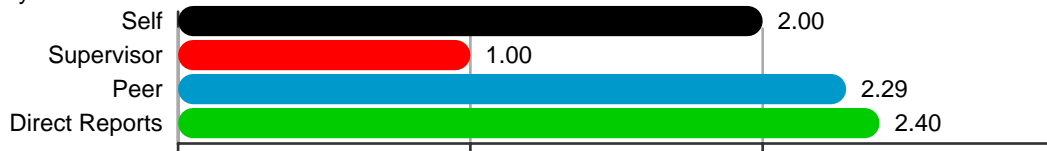
17. Drives and mobilizes others progress toward goals.



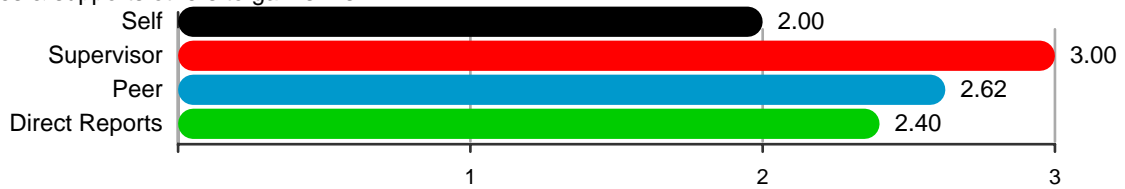
18. Makes effective decisions, even when under pressure.



19. Effectively makes decisions



20. Motivates & supports others to gain skills



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

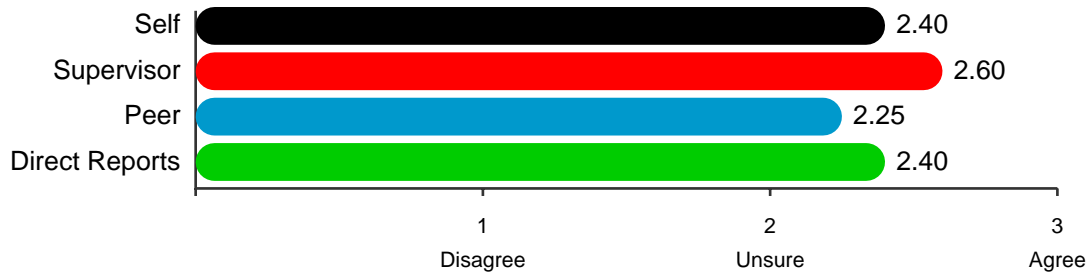
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Is not afraid to take corrective action when necessary.	15	2.33	46.7	13%	40%	47%
17. Drives and mobilizes others progress toward goals.	15	2.33	40.0	7%	53%	40%
18. Makes effective decisions, even when under pressure.	14	2.00	14.3	14%	71%	14%
19. Effectively makes decisions	14	2.21	42.9	21%	36%	43%
20. Motivates & supports others to gain skills	15	2.53	60.0	7%	33%	60%

Comments:

- He has established credibility and trust with all the directors and managers.
- I think _____ works really hard to engage with everyone of us.
- _____ 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 he has helped us come through it standing upright!
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- _____ 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.

Passion To Learn

Summary Scores



21. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



22. Is open to feedback from others.



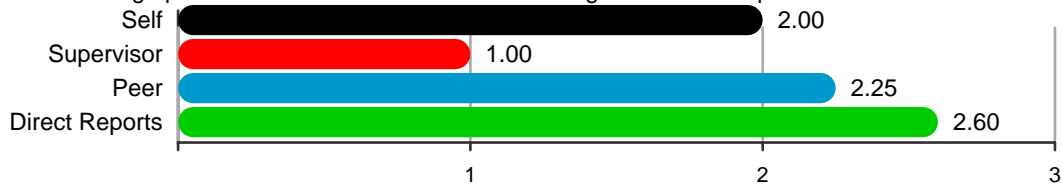
23. Takes initiative for own learning and development.



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



25. Demonstrates through personal behavior the commitment to high standards of 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 (Disagree) to green (Agree).

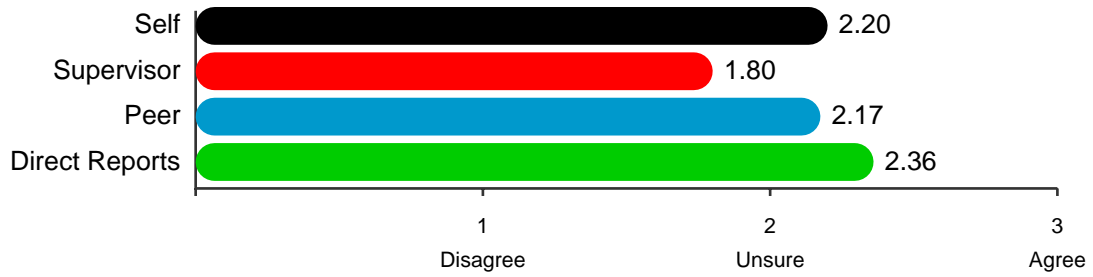
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	2.60	66.7	7%	27%	67%
22. Is open to feedback from others.	15	2.33	40.0	7%	53%	40%
23. Takes initiative for own learning and development.	15	2.07	20.0	13%	67%	20%
24. Demonstrates a willingness to participate in continuing education courses.	15	2.40	53.3	13%	33%	53%
25. Demonstrates through personal behavior the commitment to high standards of performance.	15	2.27	53.3	27%	20%	53%

Comments:

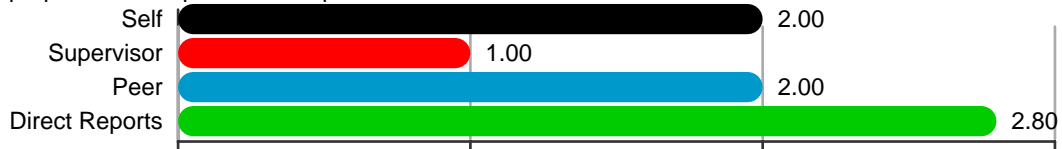
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- A willingness and flexibility to pitch in help where needed is important.
- He encourages teammates more as a peer than a coach.
- He communicates well to all staff and we know what is expected of us.
- He has the desire and effort to get it right and continuously improve self and culture.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.

Analytical

Summary Scores



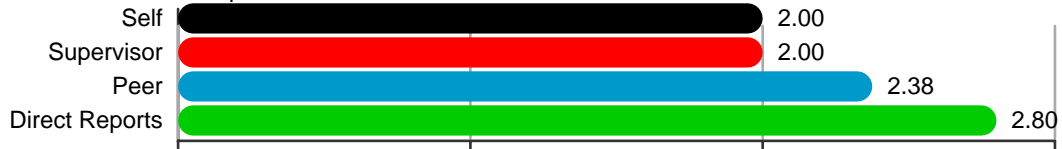
26. Uses appropriate techniques to solve problems.



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



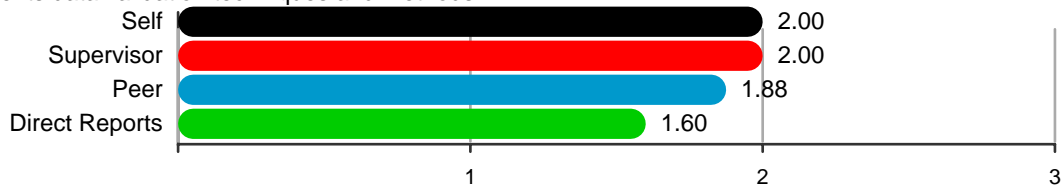
28. Identifies the root cause of a problem.



29. Identifies problems and issues needing resolution.



30. Implements data validation techniques and methods.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

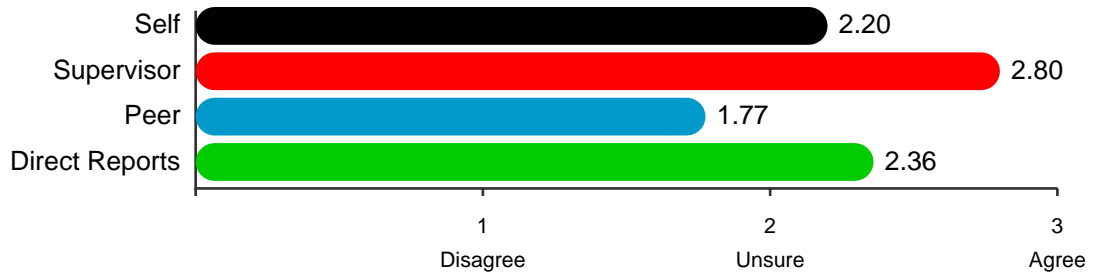
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Uses appropriate techniques to solve problems.	15	2.20	33.3	13%	53%	33%
27. Analyzes data and information from several sources and arrives at logical conclusions.	15	2.00	26.7	27%	47%	27%
28. Identifies the root cause of a problem.	15	2.47	53.3	7%	40%	53%
29. Identifies problems and issues needing resolution.	15	2.60	60.0		40%	60%
30. Implements data validation techniques and methods.	15	1.80	13.3	33%	53%	13%

Comments:

- Has good intentions, but follow through needs more work.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- _____ has been in a challenging role this past year with a lot of change and transitions.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.

Goals

Summary Scores



31. Establishes and documents goals and objectives.



32. Achieves goals.



33. Achieves established goals.



34. Understands & contributes to development of strategic goals.



35. Goal Setting



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

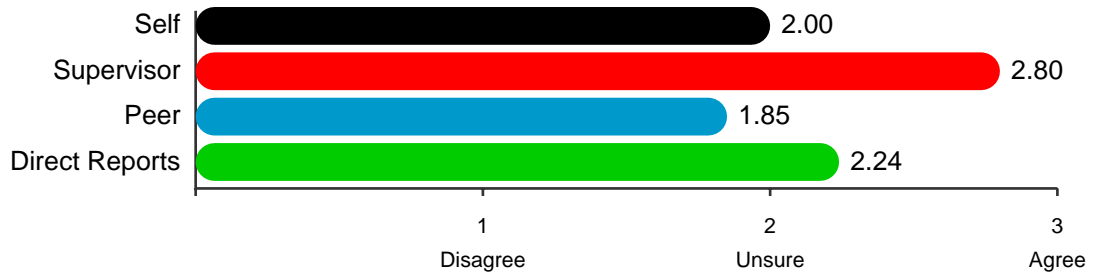
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Establishes and documents goals and objectives.	15	2.13	33.3	20%	47%	33%
32. Achieves goals.	15	2.13	33.3	20%	47%	33%
33. Achieves established goals.	15	2.07	33.3	27%	40%	33%
34. Understands & contributes to development of strategic goals.	15	2.13	26.7	13%	60%	27%
35. Goal Setting	15	1.87	20.0	33%	47%	20%

Comments:

- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.

Commitment To Result

Summary Scores



36. Willing to do whatever it takes-not afraid to have to put in extra effort.



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



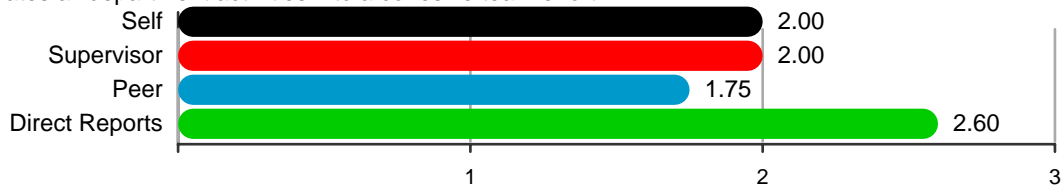
38. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



39. Takes immediate action toward goals.



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



Level of Skill

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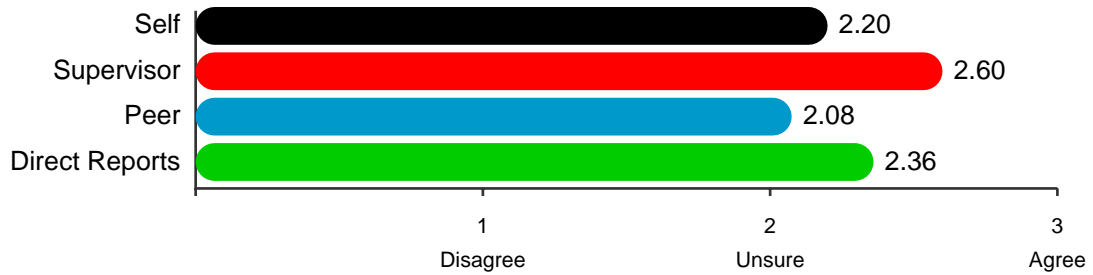
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	1.87	20.0	33%	47%	20%
37. Able to focus on a task even when working alone.	15	1.93	13.3	20%	67%	13%
38. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.07	33.3	27%	40%	33%
39. Takes immediate action toward goals.	15	2.33	33.3		67%	33%
40. Coordinates all department activities into a cohesive team effort.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is smart, detailed and committed. I appreciate having his on our team.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- _____ promotes and encourages teambuilding throughout the entire department.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.

Customer Focus

Summary Scores



41. Ensures all customer commitments and requirements are met or exceeded.



42. Does not hesitate to address customer concerns or complaints.



43. Develops good rapport and trust with the customer.



44. ...friendliness and courtesy



45. Considers customers point of view when making decisions.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

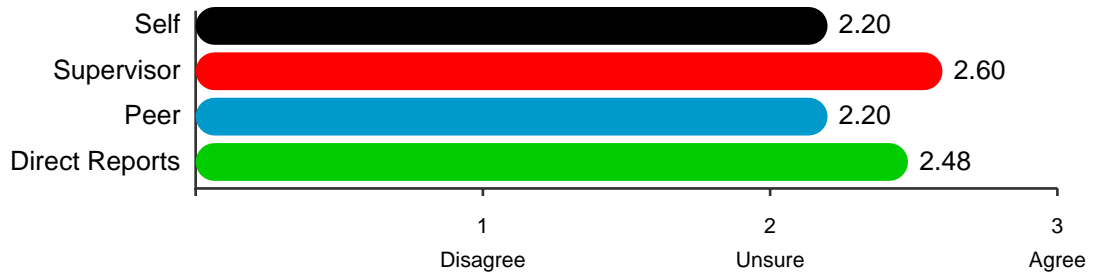
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Ensures all customer commitments and requirements are met or exceeded.	15	2.00	26.7	27%	47%	27%
42. Does not hesitate to address customer concerns or complaints.	15	2.13	33.3	20%	47%	33%
43. Develops good rapport and trust with the customer.	15	2.20	40.0	20%	40%	40%
44. ...friendliness and courtesy	15	2.20	26.7	7%	67%	27%
45. Considers customers point of view when making decisions.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- I have been most impressed by _____ in the last year. His leadership and intervention into the roles and responsibilities of his 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 was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- We are a department in need of structure and I feel he 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.
- _____ collaborates well with other departments and managers.

Teamwork

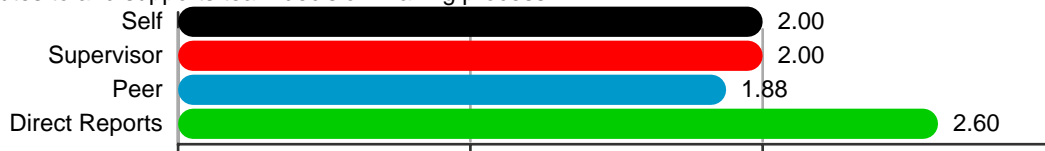
Summary Scores



46. Recognizes and respects the contributions and needs of each individual.



47. Contributes to and supports team decision-making process



48. Relates to all kinds of people tactfully



49. Effective team player



50. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

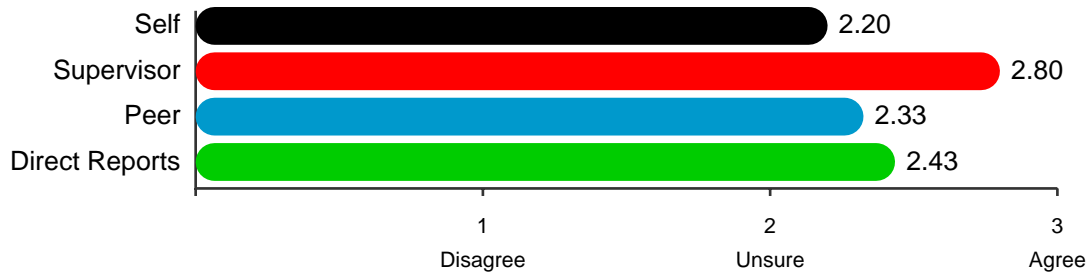
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Recognizes and respects the contributions and needs of each individual.	15	2.27	26.7		73%	27%
47. Contributes to and supports team decision-making process	15	2.13	26.7	13%	60%	27%
48. Relates to all kinds of people tactfully	15	2.40	40.0		60%	40%
49. Effective team player	15	2.47	46.7		53%	47%
50. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	2.33	46.7	13%	40%	47%

Comments:

- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- He challenges me every day to be my best and I appreciate that.
- He seems to be well respected from members of his own team as well.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.
- He is passionate about providing the services necessary to meet the needs of our organization.

Strategic Focus

Summary Scores



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



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



53. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



54. Understands & contributes to development of strategic goals.



55. Understands their role within the organization.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	14	2.21	28.6	7%	64%	29%
52. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	14	2.29	42.9	14%	43%	43%
53. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.53	53.3		47%	53%
54. Understands & contributes to development of strategic goals.	15	2.47	46.7		53%	47%
55. Understands their role within the organization.	15	2.40	40.0		60%	40%

Comments:

- I look forward to learning and improving with his and the other members in the division.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- _____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- _____ has been in a challenging role this past year with a lot of change and transitions.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- Overall I think he does a great job and he is very approachable.

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?

- _____ takes pride in his department. His follow through is excellent. _____ leads be example.
- He is very collaborative and always attempts to work with others.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- I cannot say if he challenges others.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.

What do you like best about working with this individual?

- He consistently helps us in problem solving a variety of issues.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- 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.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- He has been a great addition to the company.

What do you like least about working with this individual?

- Job performance is excellent. Lucky to have _____ on our team.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.

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

- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- I value _____'s advice and support as we realigned my department a few times this year.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- He had done amazingly well considering all of the global threats to the product line.

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

- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- Is reliable and keeps the team focused on the delivery of outcomes.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- _____ is a strong leader and passionate about his customers, staff and safety.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.

Any final comments?

- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- _____ has been in a challenging role this past year with a lot of change and transitions.
- I do very much appreciate that _____ will support me in a decision when needed.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- He is very customer focused and this reflects in his division leadership and performance.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.