



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.

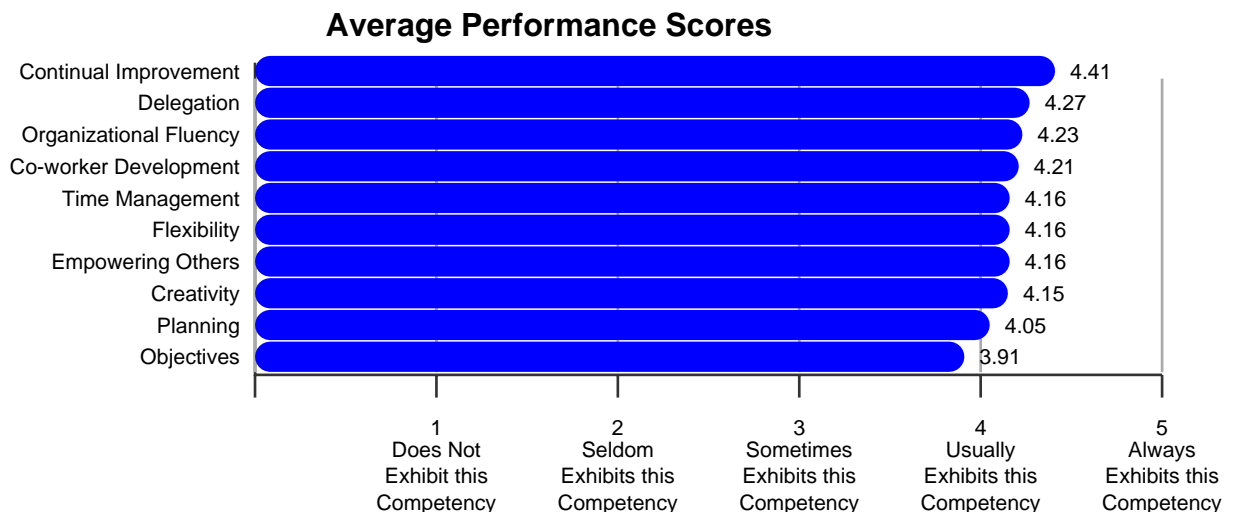
What to Do with Your Feedback

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.



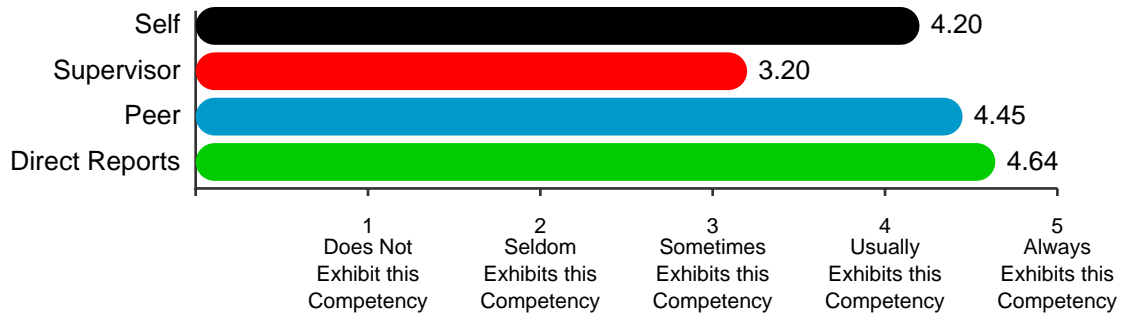
Gap Analysis

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.



Continual Improvement

Summary Scores



1. Looks for ways to expand and learn new job skills.



2. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



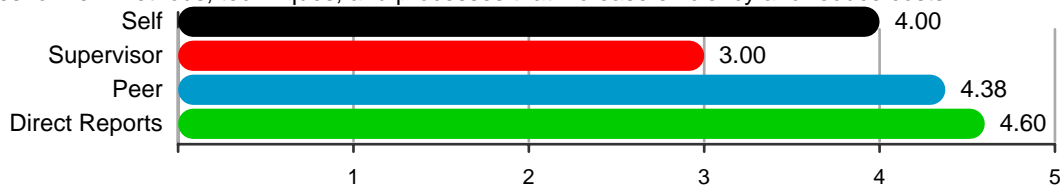
3. Looks for ways to improve work processes and procedures.



4. Open to the suggestions from others.



5. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



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).

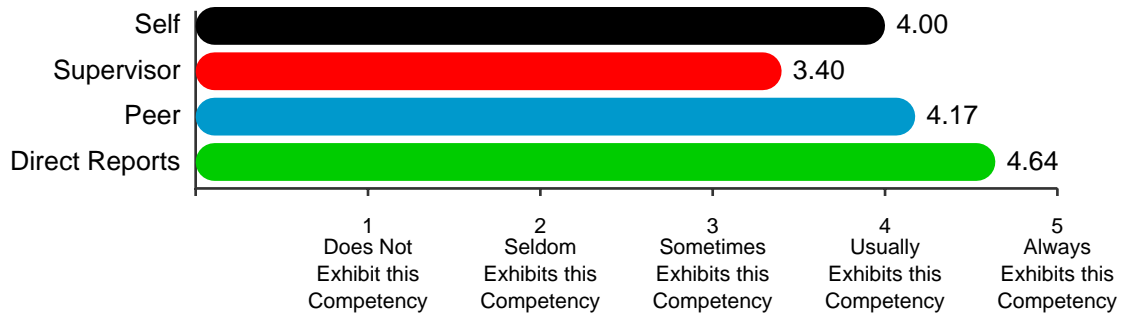
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Looks for ways to expand and learn new job skills.	15	4.20	93.3	7%		67%		27%
2. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.87	100.0	13%		87%		
3. Looks for ways to improve work processes and procedures.	15	4.27	93.3	7%		60%		33%
4. Open to the suggestions from others.	15	4.40	86.7	13%	33%		53%	
5. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.33	93.3	7%		53%		40%

Comments:

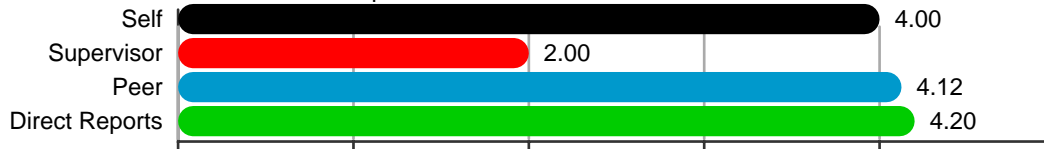
- She inspires us to remember that as leaders, anything's possible.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- She has been and is a mentor for me.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.

Delegation

Summary Scores



6. Clearly defines duties and tasks to be completed.



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



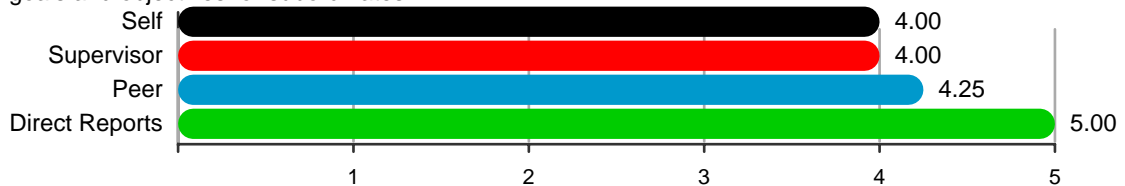
8. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



9. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



10. Defines goals and objectives for subordinates.



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).

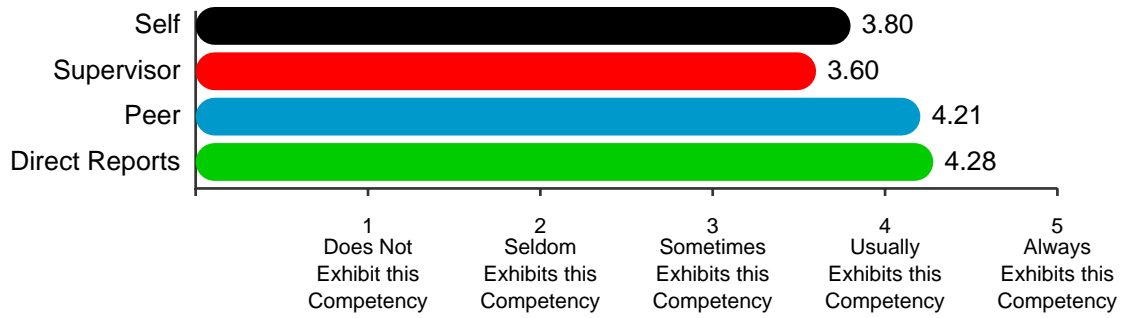
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Clearly defines duties and tasks to be completed.	15	4.00	80.0	7%	13%	53%	27%	
7. Allows employees to decide how they wish to complete the tasks.	15	4.07	80.0		20%	53%	27%	
8. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.33	93.3	7%	47%		47%	
9. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.47	93.3	7%	40%		53%	
10. Defines goals and objectives for subordinates.	15	4.47	93.3	7%	40%		53%	

Comments:

- She is also quick to tap into her past experiences in attempting to find the best solution.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- She has helped make me a better manager through her actions and follow through.
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- She sets a good example for personal growth.

Time Management

Summary Scores



11. Prioritizes tasks to identify immediate and long-term objectives.



12. Sets clearly defined goals.



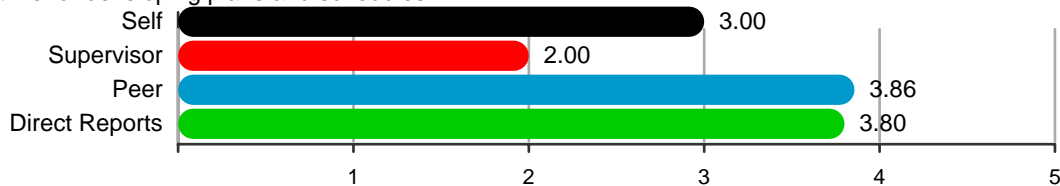
13. Leaves time in the schedule for unplanned contingencies.



14. Does not procrastinate.



15. Makes time for developing plans and schedules.



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).

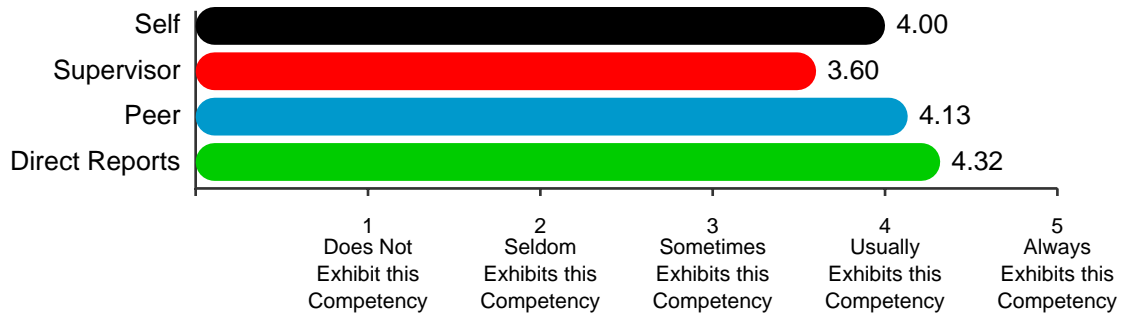
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Prioritizes tasks to identify immediate and long-term objectives.	15	4.60	100.0			40%	60%	
12. Sets clearly defined goals.	15	4.27	100.0			73%	27%	
13. Leaves time in the schedule for unplanned contingencies.	15	4.33	100.0			67%	33%	
14. Does not procrastinate.	15	3.93	73.3	27%		53%	20%	
15. Makes time for developing plans and schedules.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- I think that ___ is making good strides in setting expectations through clear communication.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.

Creativity

Summary Scores



16. Adds value to the department/organization.



17. Creates a lot of new ideas.



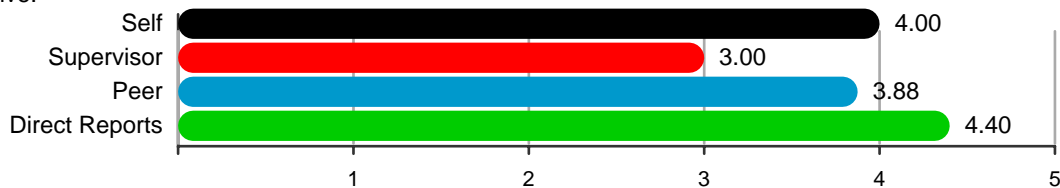
18. Develops solutions to challenging problems.



19. Inspires creativity in their team.



20. Is creative.



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).

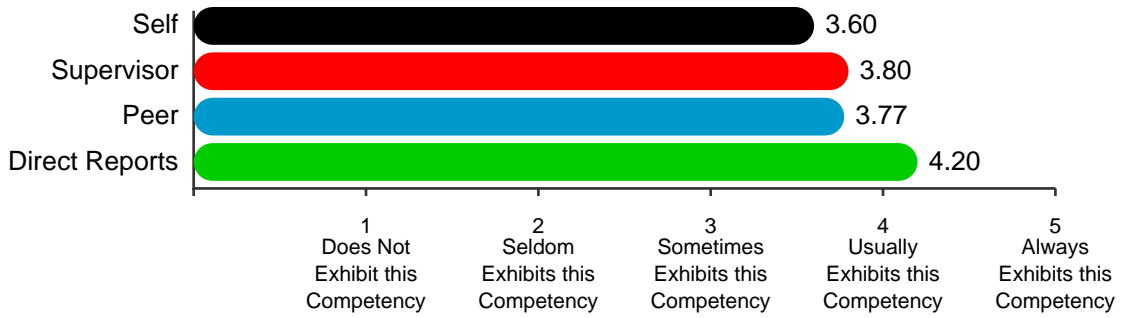
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Adds value to the department/organization.	15	4.33	86.7	13%	40%	47%		
17. Creates a lot of new ideas.	15	4.27	93.3	7%	60%	33%		
18. Develops solutions to challenging problems.	14	4.00	92.9	7%	86%	7%		
19. Inspires creativity in their team.	14	4.14	85.7	7%	7%	50%	36%	
20. Is creative.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- She desires to do great work.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- We have made improvements in our documentation and have decreased duplicate reporting.
- She has confidence in leading and making decisions improving rapidly.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Objectives

Summary Scores



21. Ability to establish realistic goals.



22. Works toward achieving established goals and objectives.



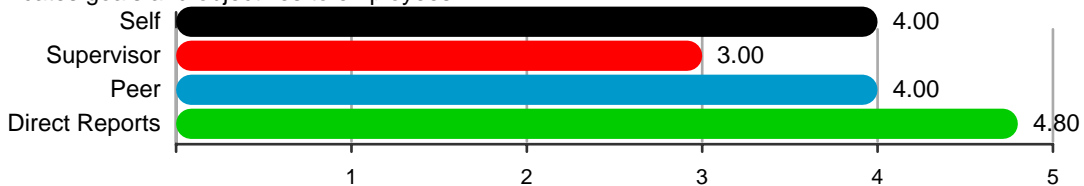
23. Sets long-term and short-term goals.



24. Assures [Company] principles are understood, employed & pursued.



25. Communicates goals and objectives to employees.



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).

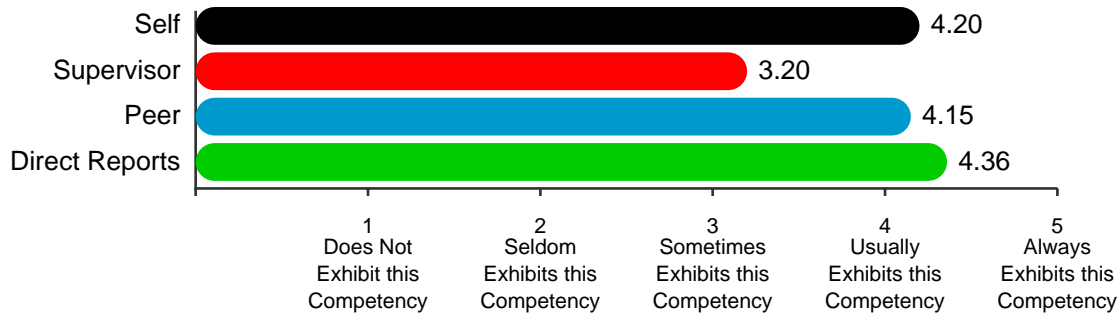
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Ability to establish realistic goals.	15	4.00	66.7	13%	20%	20%	47%	
22. Works toward achieving established goals and objectives.	15	3.47	53.3	13%	33%	47%	7%	
23. Sets long-term and short-term goals.	15	3.60	66.7	13%	20%	60%	7%	
24. Assures [Company] principles are understood, employed & pursued.	15	4.27	86.7	7%	7%	40%	47%	
25. Communicates goals and objectives to employees.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

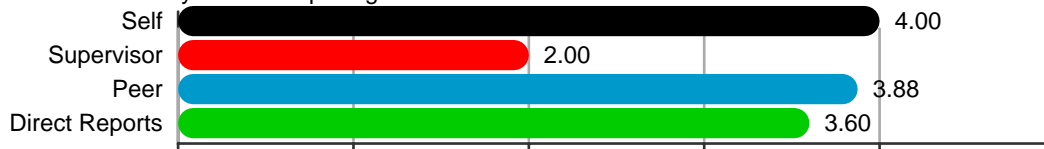
- One of the main reasons I am here is because of ____.
- ____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ____ !
- she continues to make improvements in core competencies.
- Engagement is an area where ____ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ____ has extremely strong communication skills and is able to work in a wide variety of settings.
- ____ is a great team member who cares about her team, the quality of her work, and the organization.

Flexibility

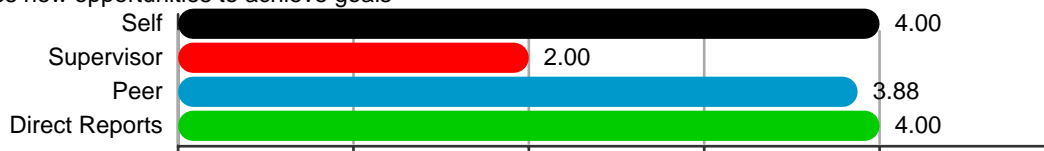
Summary Scores



26. Is open to alternative ways to accomplish goals



27. Identifies new opportunities to achieve goals



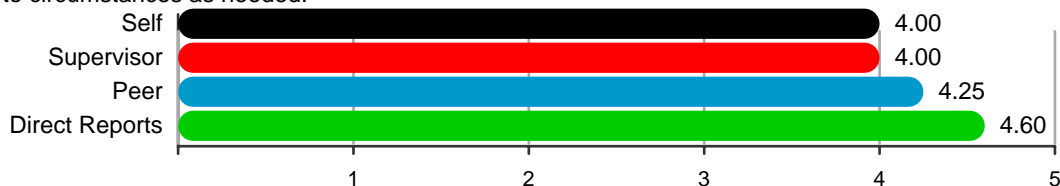
28. Adapts to new organizational structures, policies, or procedures.



29. Implements changes as a result of having listened to employees



30. Adapts to circumstances as needed.



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).

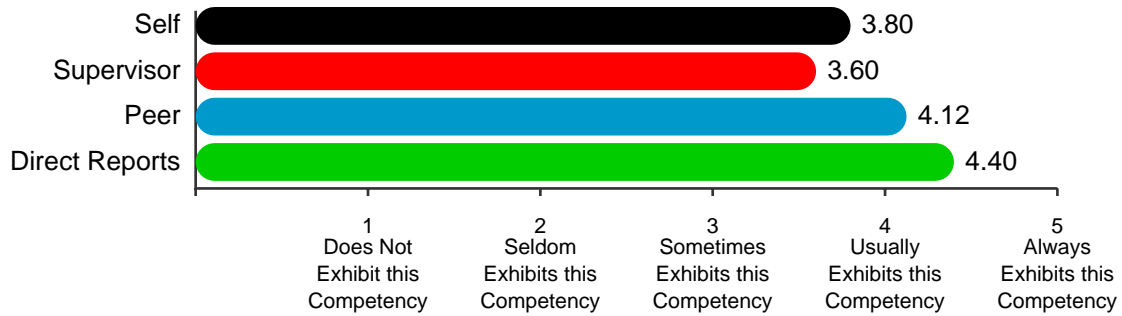
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Is open to alternative ways to accomplish goals	15	3.67	66.7	20%	13%	47%	20%	
27. Identifies new opportunities to achieve goals	15	3.80	73.3	20%	7%	47%	27%	
28. Adapts to new organizational structures, policies, or procedures.	15	4.33	86.7	13%	40%	47%		
29. Implements changes as a result of having listened to employees	15	4.67	100.0		33%	67%		
30. Adapts to circumstances as needed.	15	4.33	100.0		67%	33%		

Comments:

- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- She has great sense of vision and purpose for the division and organization as a whole.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.

Empowering Others

Summary Scores



31. Gives employees autonomy to complete tasks on their own.



32. Set clear goals for assignments.



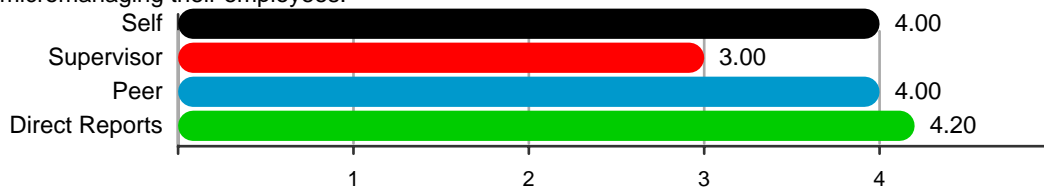
33. Ensures employees understand what is being assigned to them.



34. Allows individuals to be responsible for their decisions.



35. Avoids micromanaging their employees.



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).

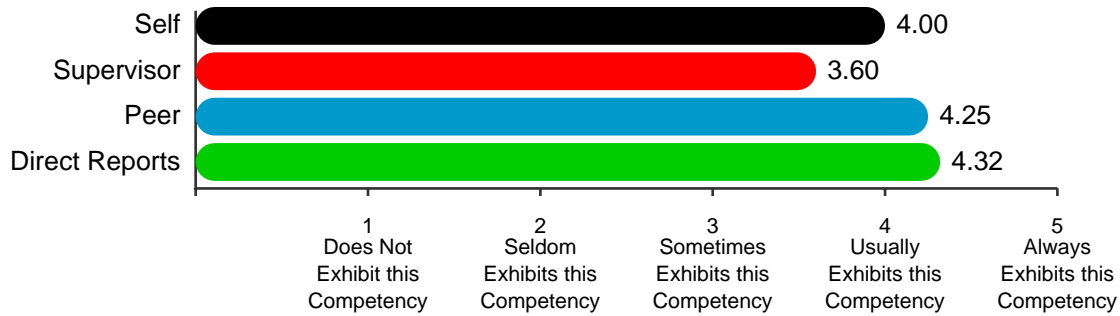
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Gives employees autonomy to complete tasks on their own.	15	4.07	80.0	20%		53%		27%
32. Set clear goals for assignments.	15	4.47	100.0			53%		47%
33. Ensures employees understand what is being assigned to them.	15	4.13	80.0	20%		47%		33%
34. Allows individuals to be responsible for their decisions.	15	4.13	86.7	13%		60%		27%
35. Avoids micromanaging their employees.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ is a "One of a kind" She is a great manager.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- ___ not only values and listens to her staff she also gives them the support they need.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- 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.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.

Co-worker Development

Summary Scores



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



37. Works to identify root causes of performance problems



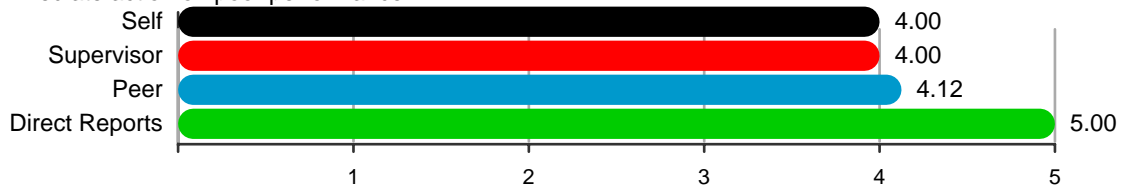
38. Adapts coaching and mentoring approach to meet the style or needs of individuals



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



40. 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).

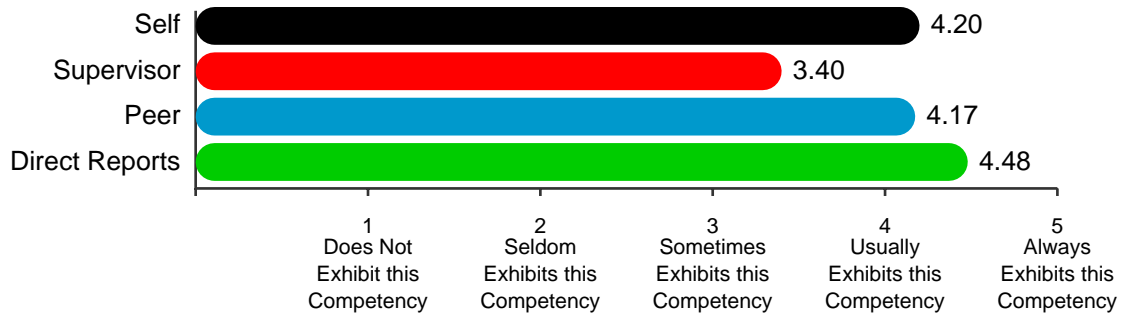
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.33	100.0			67%	33%	
37. Works to identify root causes of performance problems	15	3.93	80.0	13%	7%	53%	27%	
38. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.27	86.7		13%	47%	40%	
39. Gives others development opportunities through project assignments and increased job responsibilities	15	4.13	86.7		13%	60%	27%	
40. Takes immediate action on poor performance	15	4.40	93.3		7%	47%	47%	

Comments:

- I can depend on her with whatever is needed.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- Thoroughness, accuracy, professionalism.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.

Organizational Fluency

Summary Scores



41. Effective in communicating with others within the organization.



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



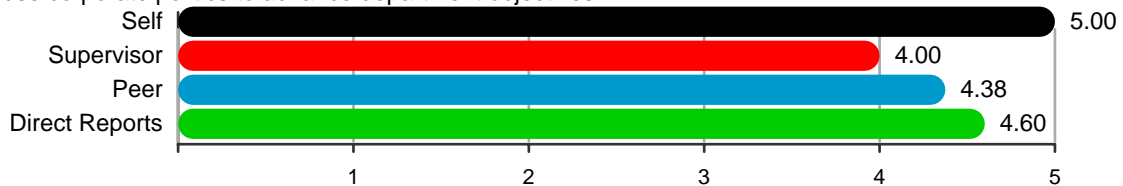
43. Adept at navigating within the culture of the department.



44. Anticipates problems that may affect the department.



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



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).

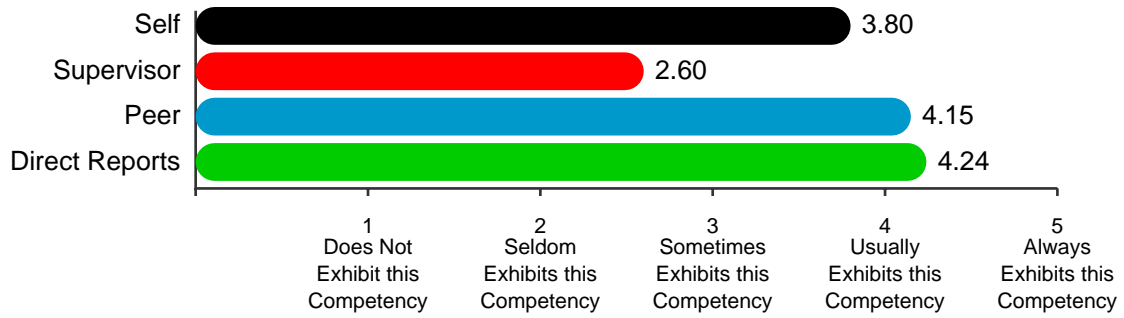
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Effective in communicating with others within the organization.	15	4.33	93.3	7%		53%	40%	
42. Able to explain departmental policies and procedures to others.	15	4.20	80.0	20%		40%	40%	
43. Adept at navigating within the culture of the department.	15	4.13	86.7	13%		60%	27%	
44. Anticipates problems that may affect the department.	15	4.00	86.7	13%		73%		13%
45. Able to use corporate politics to advance department objectives.	15	4.47	93.3	7%		40%	53%	

Comments:

- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- She has hired good people, and developed strong relationship's with finance.
- I admire ___ for showing courage, compassion and committment during her recent team sessions.
- She is very effective and she has learned so much about our product.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.

Planning

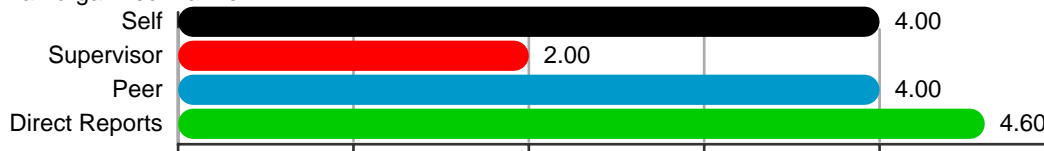
Summary Scores



46. Anticipates obstacles and ways to overcome them.



47. Works in an organized manner



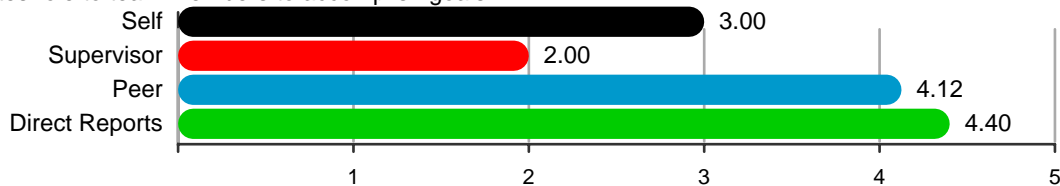
48. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



49. Able to identify the needs of the department before a major change.



50. Delegates role to team members to accomplish goals.



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
46. Anticipates obstacles and ways to overcome them.	15	3.87	80.0	7%	13%	67%	13%	
47. Works in an organized manner	15	4.07	86.7	13%	53%	33%		
48. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	4.13	86.7	13%	60%	27%		
49. Able to identify the needs of the department before a major change.	15	4.20	86.7	7%	7%	47%	40%	
50. Delegates role to team members to accomplish goals.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- ___ has my back and breaks down the barriers when I let her know that need her support.
- She has the desire and effort to get it right and continuously improve self and culture.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- I can't think of a single thing ___ could improve upon.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.

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?

- ___ handles every situation in a professional manner and she responds promptly to requests.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- Is always available to assist with issues, all scopes business or personal.

What do you like best about working with this individual?

- Experience, mentoring and self-confidence.
- ___ is very sharp and plays a vital role in this organization
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.

What do you like least about working with this individual?

- She has grown as a manager in the last few months and it shows.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- I love how she is always open to approach with any questions I have, no matter the hour.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.

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

- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- I appreciate her perspective and guidance on a variety of things.

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

- She desires to do great work.
- A great addition to the team.
- ___ is a solid performer knows her stuff.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- ___ is the absolute definition of team player.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.

Any final comments?

- She provides essential data in order to help explain decisions.
- ___ does a great job in supporting and engaging all of her employees.
- ___ is a valuable resource to the organization and the team.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- Could benefit from increasing awareness on how much influence they have on the department.