



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.

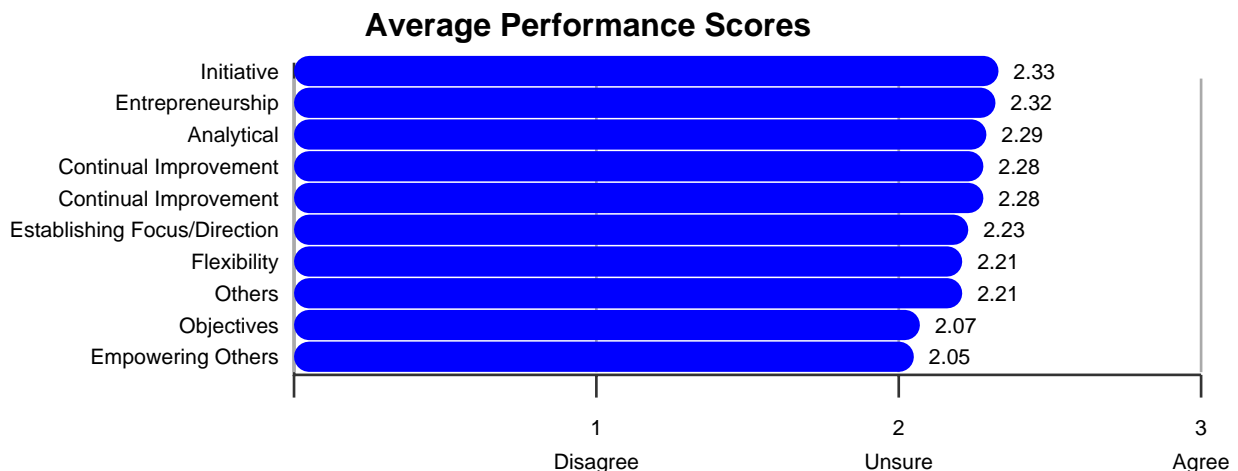
What to Do with Your Feedback

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

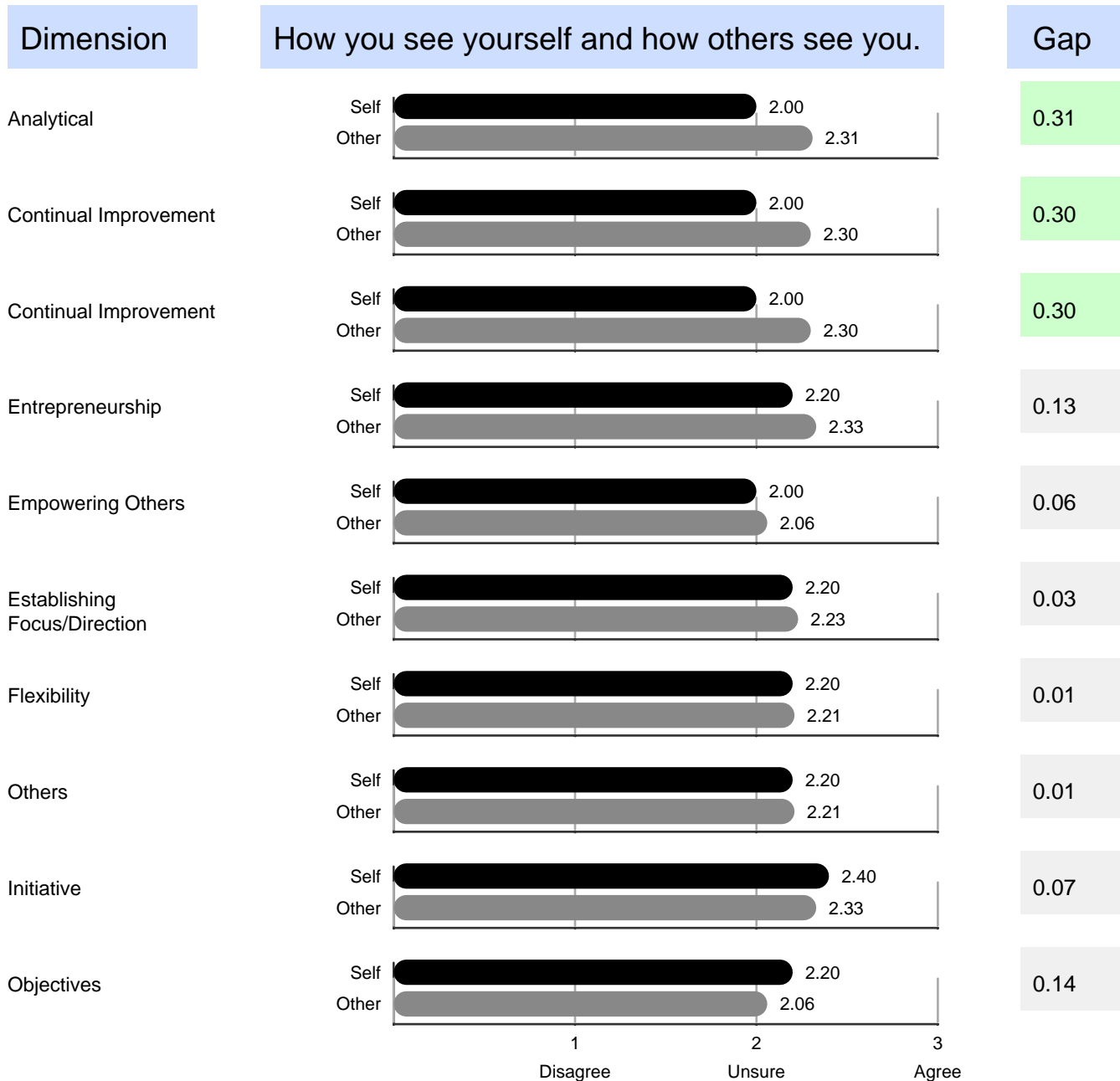
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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 Learning

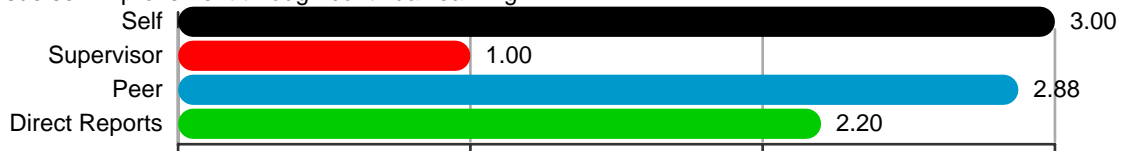
Summary Scores



1. You share best practices with others and learn from others.



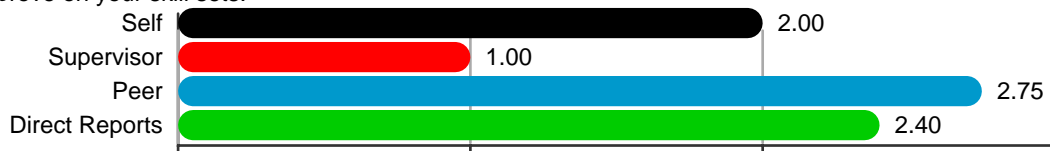
2. You pursue self-improvement through continual learning.



3. You set relevant learning objectives and goals.



4. You improve on your skill sets.



5. You take the initiative to learn new 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).

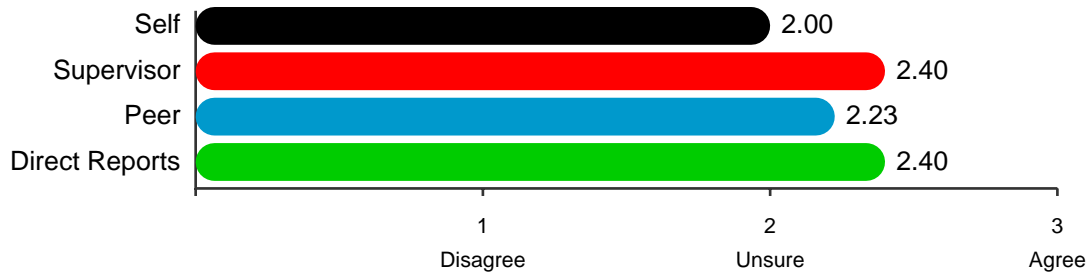
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You share best practices with others and learn from others.	15	2.27	33.3	7%	60%	33%
2. You pursue self-improvement through continual learning.	15	2.53	73.3	20%	7%	73%
3. You set relevant learning objectives and goals.	15	2.33	40.0	7%	53%	40%
4. You improve on your skill sets.	15	2.47	53.3	7%	40%	53%
5. You take the initiative to learn new skills.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.

Continual Improvement

Summary Scores



6. You encourage an employee culture of continuous improvement to seek out better ways of doing things.



7. You are open to the suggestions from others.



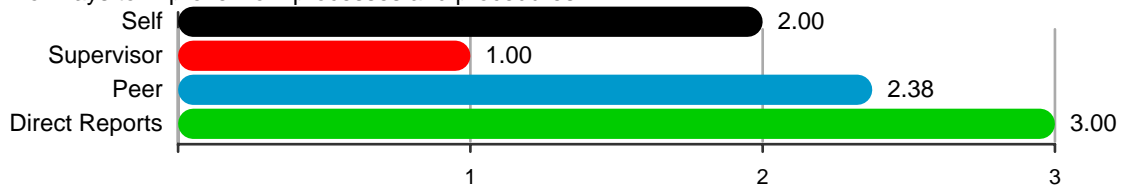
8. You promote training and development opportunities to enhance job performance.



9. You search for new methods, techniques, and processes that increase efficiency and reduce costs.



10. You look for ways to improve work processes and procedures.



Level of Skill

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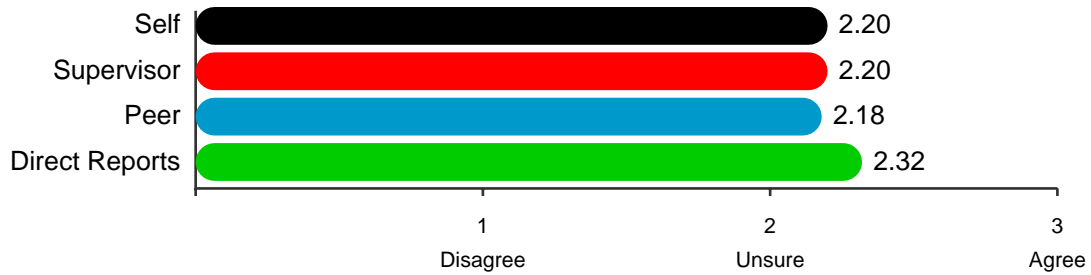
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	2.13	33.3	20%	47%	33%
7. You are open to the suggestions from others.	15	2.07	26.7	20%	53%	27%
8. You promote training and development opportunities to enhance job performance.	15	2.33	40.0	7%	53%	40%
9. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.40	53.3	13%	33%	53%
10. You look for ways to improve work processes and procedures.	15	2.47	60.0	13%	27%	60%

Comments:

- She communicates well to all staff and we know what is expected of us.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ is very professional in dealing with her peers and the staff.

Establishing Focus/Direction

Summary Scores



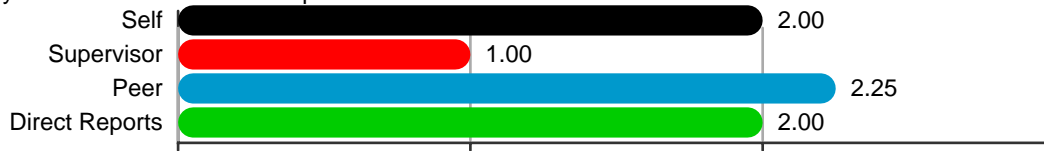
11. You make sure that employees understand how their work relates to organizational goals.



12. You maintain focus when handling several problems or tasks simultaneously.



13. You stay focused even when under pressure and stress.



14. You make sure that employees understand and identify with the team's mission.



15. You set appropriate goals for employees.



Level of Skill

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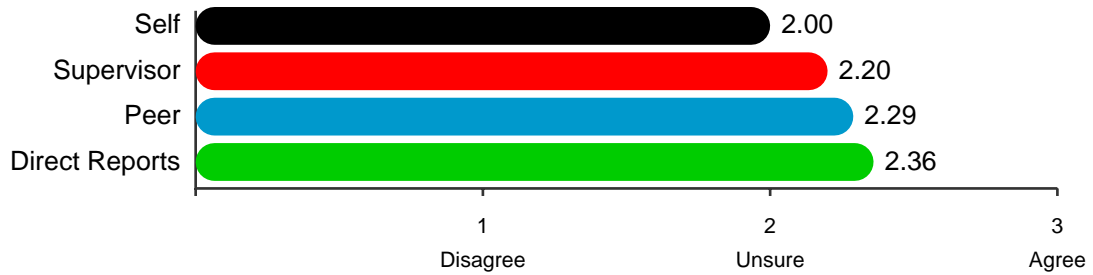
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You make sure that employees understand how their work relates to organizational goals.	15	2.33	40.0	7%	53%	40%
12. You maintain focus when handling several problems or tasks simultaneously.	15	2.07	20.0	13%	67%	20%
13. You stay focused even when under pressure and stress.	15	2.07	26.7	20%	53%	27%
14. You make sure that employees understand and identify with the team's mission.	15	2.27	40.0	13%	47%	40%
15. You set appropriate goals for employees.	14	2.43	50.0	7%	43%	50%

Comments:

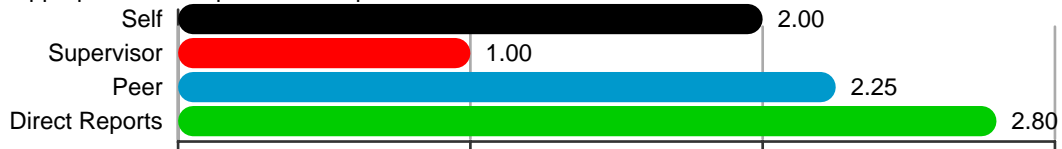
- ___ handles every situation in a professional manner and she responds promptly to requests.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ is the best employee the department has employed.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.

Analytical

Summary Scores



16. You use appropriate techniques to solve problems.



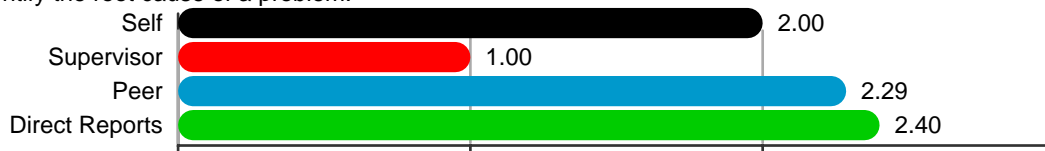
17. You analyze issues and reduces them to your component parts.



18. You prioritize various actions to be taken when solving a problem.



19. You identify the root cause of a problem.



20. You identify opportunities for progress and innovation.



Level of Skill

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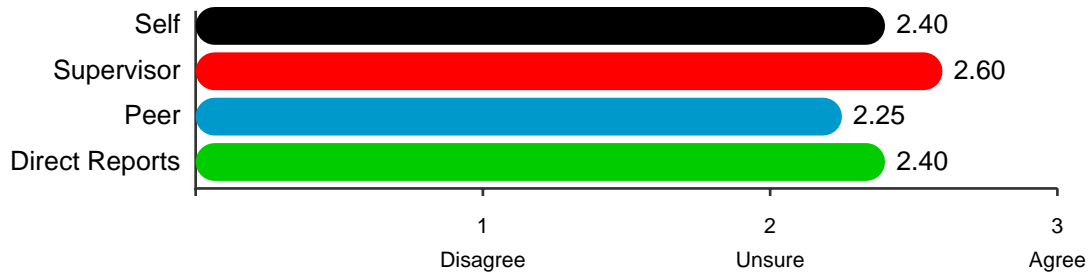
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. You use appropriate techniques to solve problems.	15	2.33	46.7	13%	40%	47%
17. You analyze issues and reduces them to your component parts.	15	2.33	40.0	7%	53%	40%
18. You prioritize various actions to be taken when solving a problem.	14	2.00	14.3	14%	71%	14%
19. You identify the root cause of a problem.	14	2.21	42.9	21%	36%	43%
20. You identifiy opportunities for progress and innovation.	15	2.53	60.0	7%	33%	60%

Comments:

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- She consistently helps us in problem solving a variety of issues.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- Her quality of work is good.
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.

Initiative

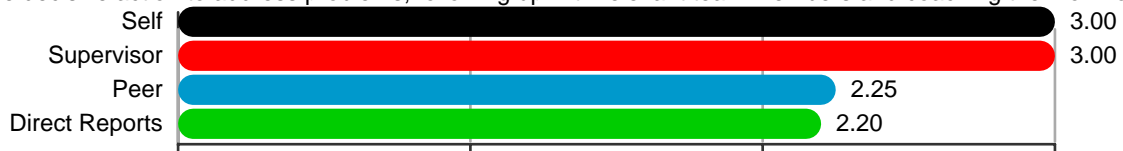
Summary Scores



21. You immediately work to complete goals well before your deadline.



22. You take decisive action to address problems, following up with relevant team members and coaching them on how to improve.



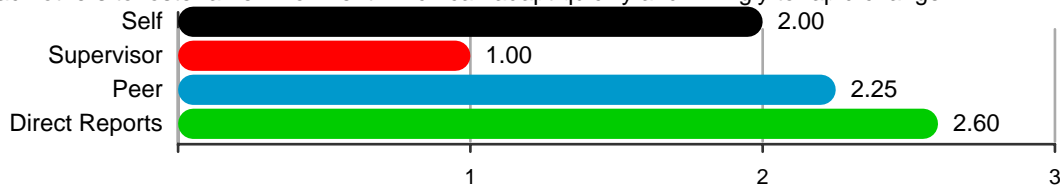
23. You seek and utilize opportunities for continuous learning and self-development.



24. You go above and beyond the stated goals.



25. You coach others to foster an environment which can adapt quickly and willingly to rapid change.



Level of Skill

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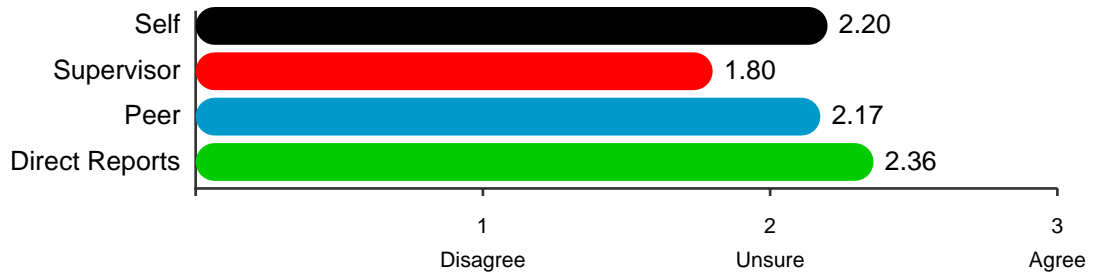
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. You immediately work to complete goals well before your deadline.	15	2.60	66.7	7%	27%	67%
22. You take decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	2.33	40.0	7%	53%	40%
23. You seek and utilize opportunities for continuous learning and self-development.	15	2.07	20.0	13%	67%	20%
24. You go above and beyond the stated goals.	15	2.40	53.3	13%	33%	53%
25. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.27	53.3	27%	20%	53%

Comments:

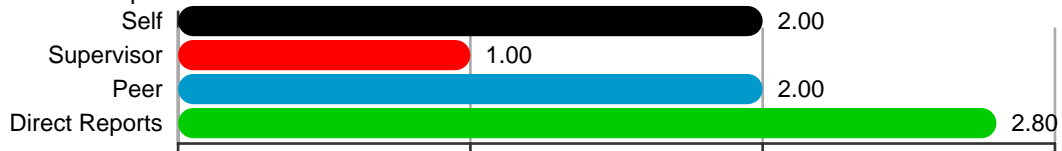
- I value ___ for so much more than her negotiating skills which are outstanding.
- Her professionalism is beyond reproach and she is fair and just.
- I feel confident as if she treats us all as equals.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.

Flexibility

Summary Scores



26. You are able to adapt to new situations.



27. You can handle changes without complaining.



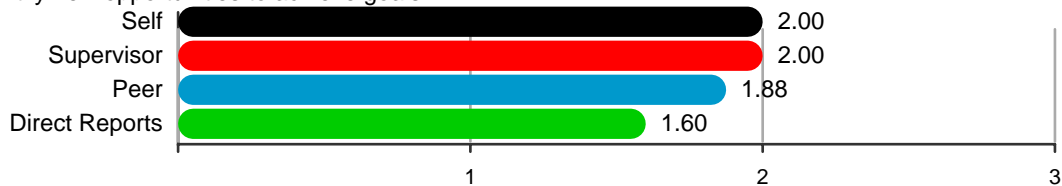
28. You adapt to circumstances as needed.



29. You encourage others to adopt new procedures.



30. You identify new opportunities to achieve goals



Level of Skill

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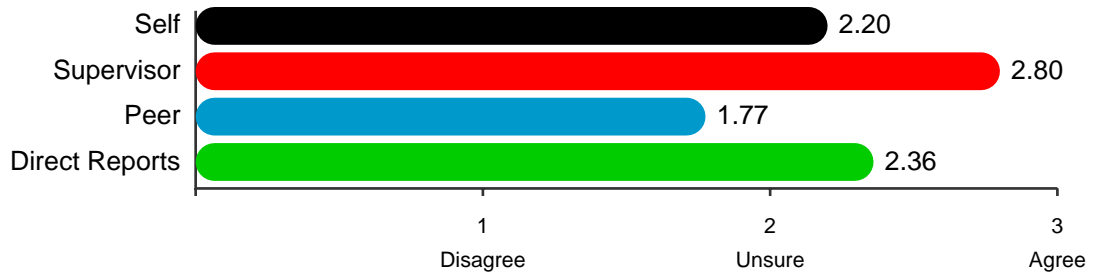
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You are able to adapt to new situations.	15	2.20	33.3	13%	53%	33%
27. You can handle changes without complaining.	15	2.00	26.7	27%	47%	27%
28. You adapt to circumstances as needed.	15	2.47	53.3	7%	40%	53%
29. You encourage others to adopt new procedures.	15	2.60	60.0		40%	60%
30. You identify new opportunities to achieve goals	15	1.80	13.3	33%	53%	13%

Comments:

- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- She desires to do great work.
- ___ is a team player and effective in her role.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- She knows product and how to engage potential clients.

Objectives

Summary Scores



31. You work toward achieving established goals and objectives.



32. You consistently provide me with timely feedback for improving my performance.



33. You establish goals and objectives.



34. You encourage others to take on greater responsibility.



35. You communicate goals and objectives to employees.



Level of Skill

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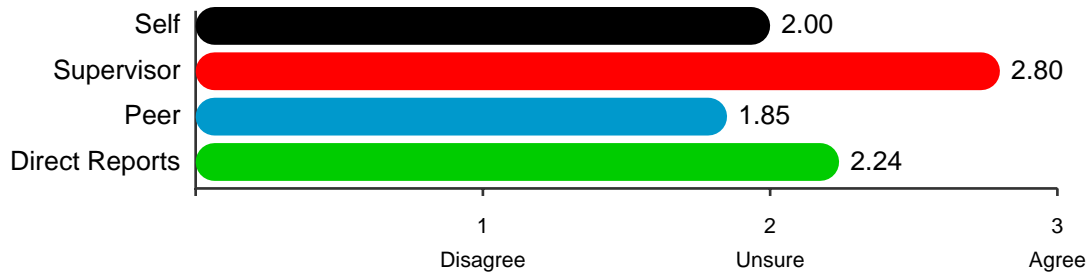
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You work toward achieving established goals and objectives.	15	2.13	33.3	20%	47%	33%
32. You consistently provide me with timely feedback for improving my performance.	15	2.13	33.3	20%	47%	33%
33. You establish goals and objectives.	15	2.07	33.3	27%	40%	33%
34. You encourage others to take on greater responsibility.	15	2.13	26.7	13%	60%	27%
35. You communicate goals and objectives to employees.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- I will always welcome ___'s direct, honest, caring feedback.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Empowering Others

Summary Scores



36. You set clear goals for assignments.



37. You are aware of the skill levels of others.



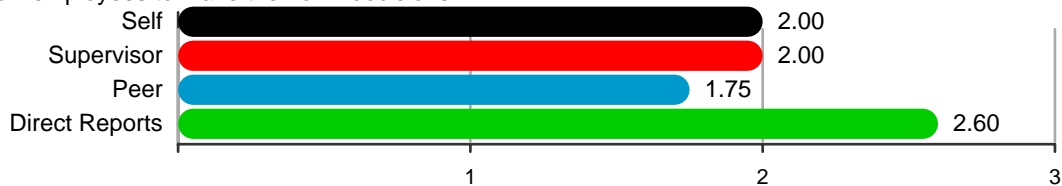
38. You give employees input into the decision making process.



39. You set clear goals for others to accomplish.



40. You allow employees to make their own decisions.



Level of Skill

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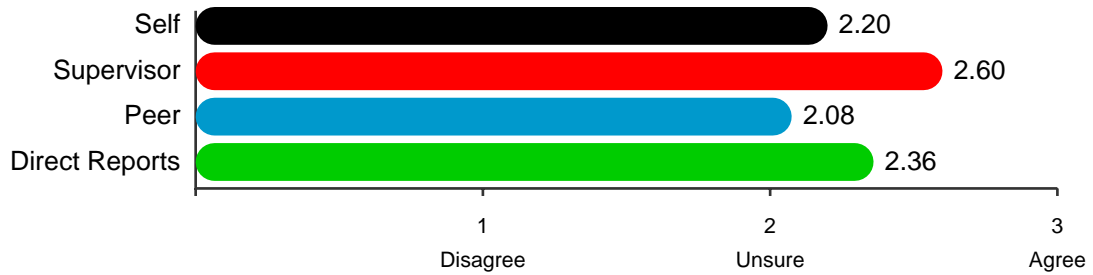
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You set clear goals for assignments.	15	1.87	20.0	33%	47%	20%
37. You are aware of the skill levels of others.	15	1.93	13.3	20%	67%	13%
38. You give employees input into the decision making process.	15	2.07	33.3	27%	40%	33%
39. You set clear goals for others to accomplish.	15	2.33	33.3		67%	33%
40. You allow employees to make their own decisions.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- She has helped make me a better manager through her actions and follow through.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- Having a routine for schedule and coming to office more frequently

Others

Summary Scores



41. You form working relationships with employees from other departments.



42. You consistently demonstrate ability and willingness to trust others.



43. You constructively receive criticism and suggestions from others.



44. You respect the opinions of other employees.



45. You include others in the decision making processes.



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).

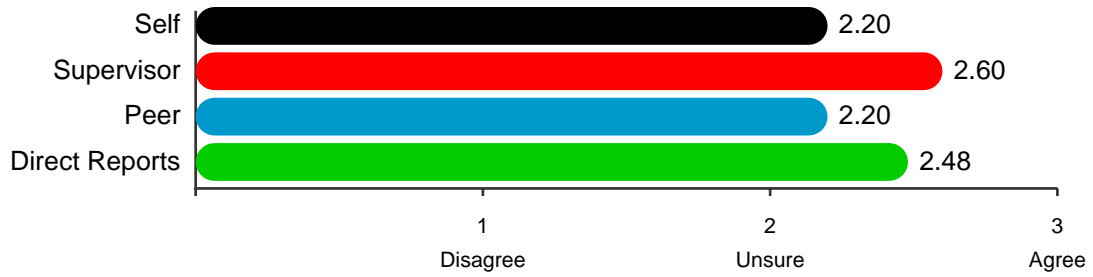
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. You form working relationships with employees from other departments.	15	2.00	26.7	27%	47%	27%
42. You consistently demonstrate ability and willingness to trust others.	15	2.13	33.3	20%	47%	33%
43. You constructively receive criticism and suggestions from others.	15	2.20	40.0	20%	40%	40%
44. You respect the opinions of other employees.	15	2.20	26.7	7%	67%	27%
45. You include others in the decision making processes.	15	2.53	60.0	7%	33%	60%

Comments:

- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- She is trustworthy, dependable, positive attitude, and team focused.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- ___ is a very good leader.

Entrepreneurship

Summary Scores



46. You maintain a high level of energy to respond to demands of the job.



47. You encourage dynamic growth opportunities.



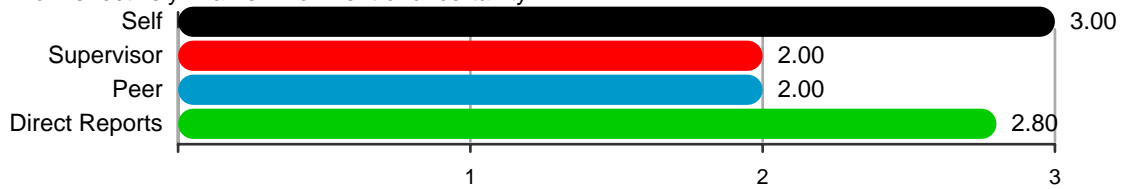
48. You are comfortable operating in an environment of uncertainty.



49. You exhibit determination and passion in completion of goals.



50. You can work effectively in an environment of uncertainty.



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. You maintain a high level of energy to respond to demands of the job.	15	2.27	26.7		73%	27%
47. You encourage dynamic growth opportunities.	15	2.13	26.7	13%	60%	27%
48. You are comfortable operating in an environment of uncertainty.	15	2.40	40.0		60%	40%
49. You exhibit determination and passion in completion of goals.	15	2.47	46.7		53%	47%
50. You can work effectively in an environment of uncertainty.	15	2.33	46.7	13%	40%	47%

Comments:

- She always steps up and gets what needs to be done completed.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- She clearly assigns our responsibilities by our individual strengths.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- I truly enjoy working with ___ on a daily basis.

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?

- Appreciate ___'s calm approach
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- ___ is respected by the team and they openly seek out her advise or opinion.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.

What do you like best about working with this individual?

- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- ___ does an exceptional job at running the department.
- Always conducts herself in a professional manner.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- I have seen improvement and will try to encourage even more growth.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

What do you like least about working with this individual?

- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- I have not had any issues with ___ since I have been working for her.
- She is very supportive of cross training and learning new skills.
- ___ knows her team very well and is gaining the same knowledge in regards to her team

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

- Don't know where we would be without her.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

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

- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- ___ 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.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.

Any final comments?

- I have seen improvement and will try to encourage even more growth.
- Have persistence and tenacity
- She has a calm demeanor and willingness to help with anything.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.