



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.

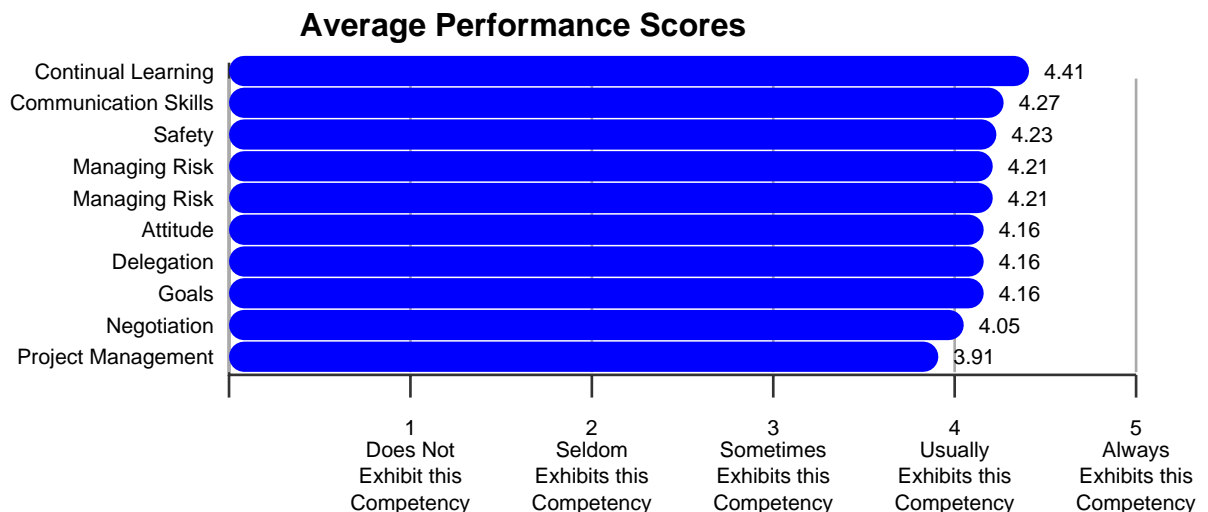
What to Do with Your Feedback

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

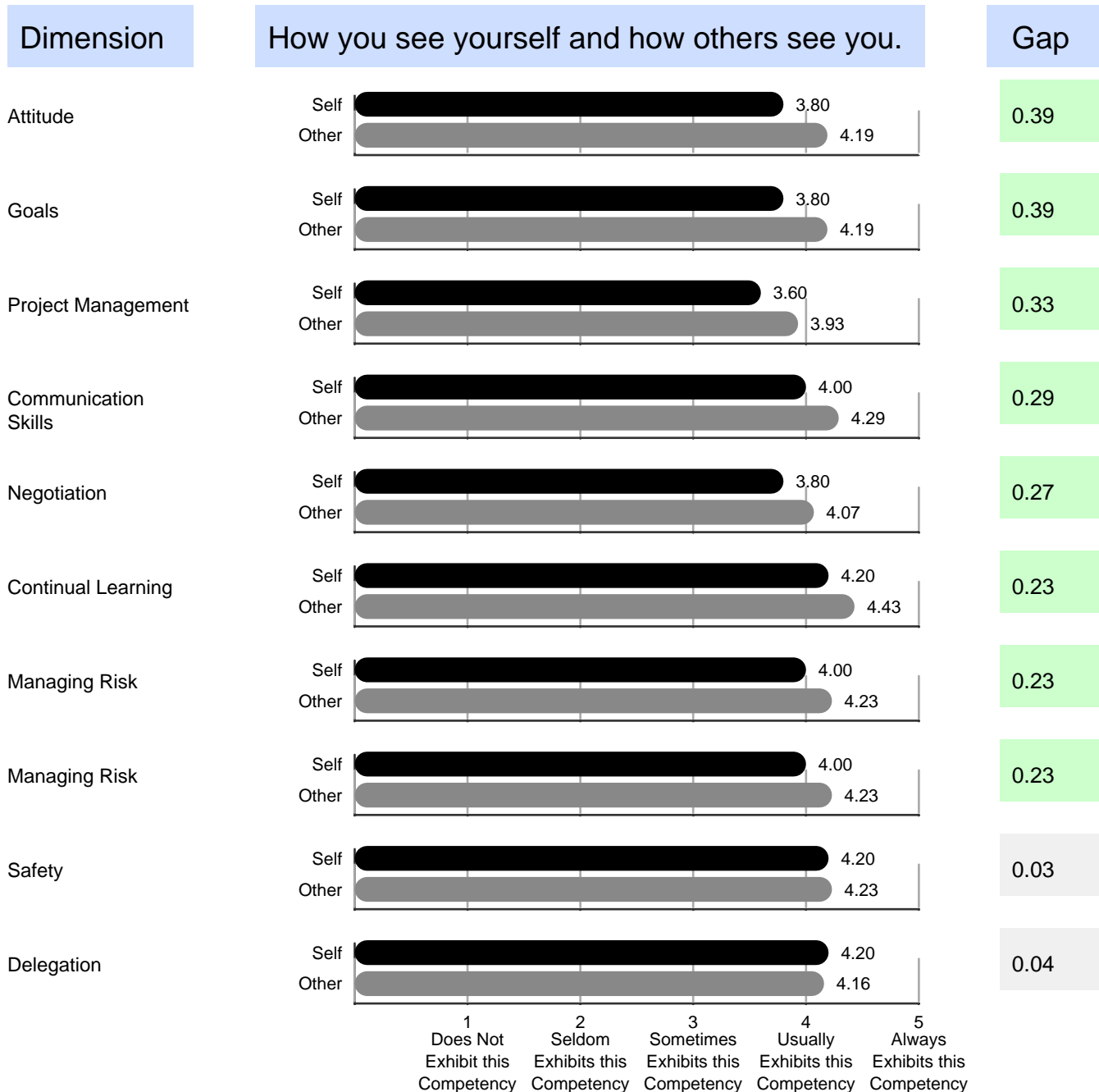
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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



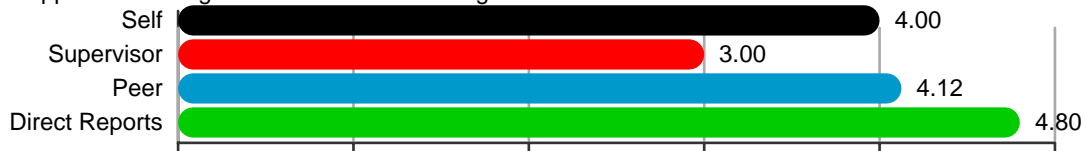
1. You pursue professional development opportunities when they arise.



2. You build onto your strengths.



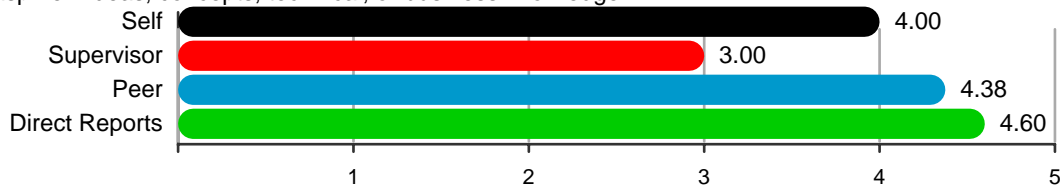
3. You seek opportunities to grow in skills and knowledge.



4. You take charge of your training and skills enhancement.



5. You grasp new ideas, concepts, technical, or business knowledge.



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. You pursue professional development opportunities when they arise.	15	4.20	93.3	7%		67%		27%
2. You build onto your strengths.	15	4.87	100.0		13%		87%	
3. You seek opportunities to grow in skills and knowledge.	15	4.27	93.3	7%		60%		33%
4. You take charge of your training and skills enhancement.	15	4.40	86.7	13%		33%		53%
5. You grasp new ideas, concepts, technical, or business knowledge.	15	4.33	93.3	7%		53%		40%

Comments:

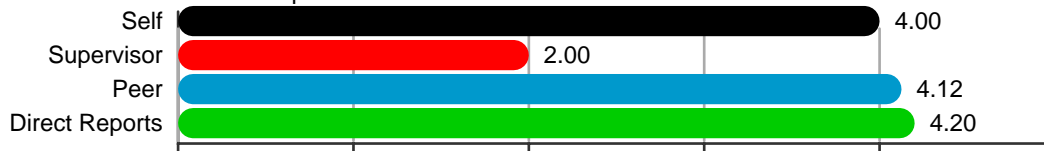
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- He has the desire and effort to get it right and continuously improve self and culture.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- _____ handles every situation in a professional manner and he responds promptly to requests.

Communication Skills

Summary Scores



6. You an effective listener who is responsive to information needs.



7. You have the confidence to communicate effectively to all levels (from ceo down) of the organization.



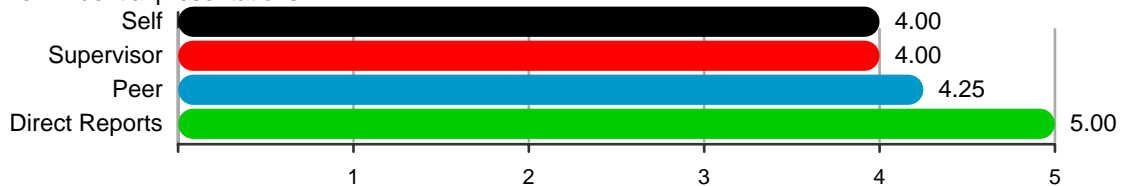
8. You ask follow-up questions as needed.



9. You show employees how your work contributes to the success of the organization



10. You deliver influential presentations.



Level of Skill

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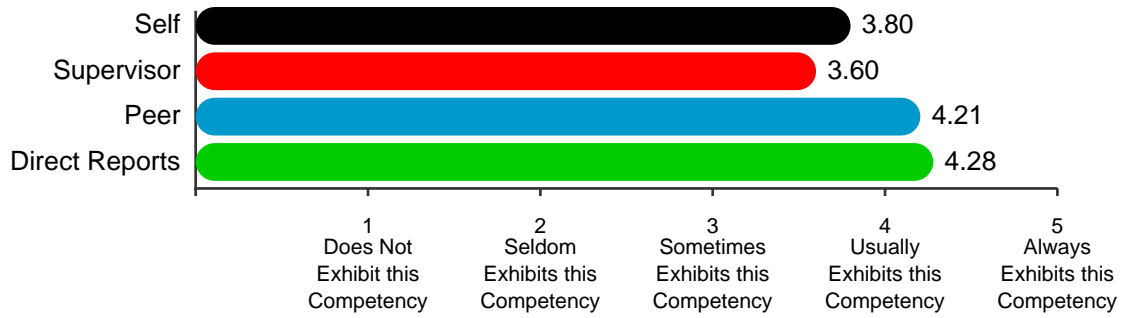
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You are an effective listener who is responsive to information needs.	15	4.00	80.0	7%	13%	53%	27%	
7. You have the confidence to communicate effectively to all levels (from CEO down) of the organization.	15	4.07	80.0		20%	53%	27%	
8. You ask follow-up questions as needed.	15	4.33	93.3	7%	47%	47%		
9. You show employees how your work contributes to the success of the organization.	15	4.47	93.3	7%	40%	53%		
10. You deliver influential presentations.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- He is open to new ideas and ways to improve the service we provide.
- _____ is great about approaching and including staff input with decision making within the department.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- _____ has a calm and professional style.

Attitude

Summary Scores



11. You visibly support and encourages diversity in style and background.



12. You genuinely concerned about others in the department.



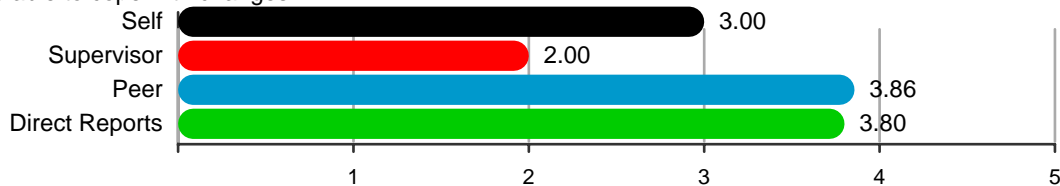
13. You show empathy in your interactions with others.



14. You are approachable and easy to talk to.



15. You are able to cope with changes



Level of Skill

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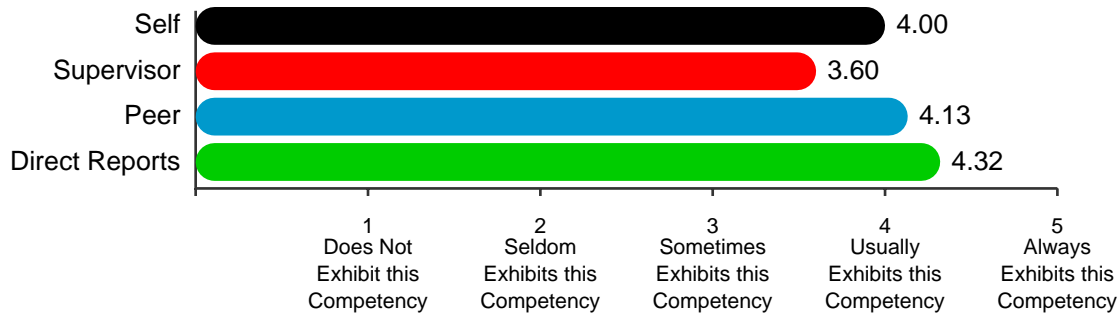
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You visibly support and encourages diversity in style and background.	15	4.60	100.0				40%	60%
12. You genuinely concerned about others in the department.	15	4.27	100.0				73%	27%
13. You show empathy in your interactions with others.	15	4.33	100.0				67%	33%
14. You are approachable and easy to talk to.	15	3.93	73.3	27%			53%	20%
15. You are able to cope with changes	14	3.64	57.1	14%	29%		36%	21%

Comments:

- He is open to new ideas and ways to improve the service we provide.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- _____ is very good a recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contrabutions to the department.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

Managing Performance

Summary Scores



16. You create clear standards that are understandable and fair.



17. You acknowledge employee contributions that support the bottom line.



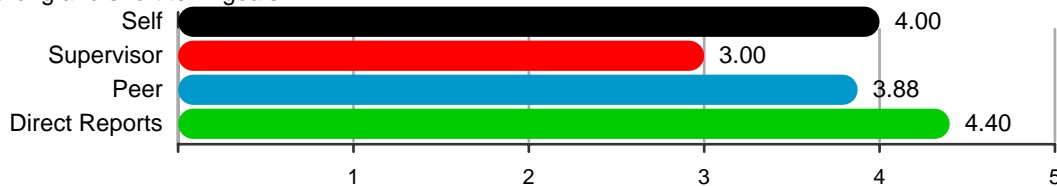
18. You address grievances sooner rather than later.



19. You ensure employees understand the goals of the organization/department.



20. You set long and short term goals.



Level of Skill

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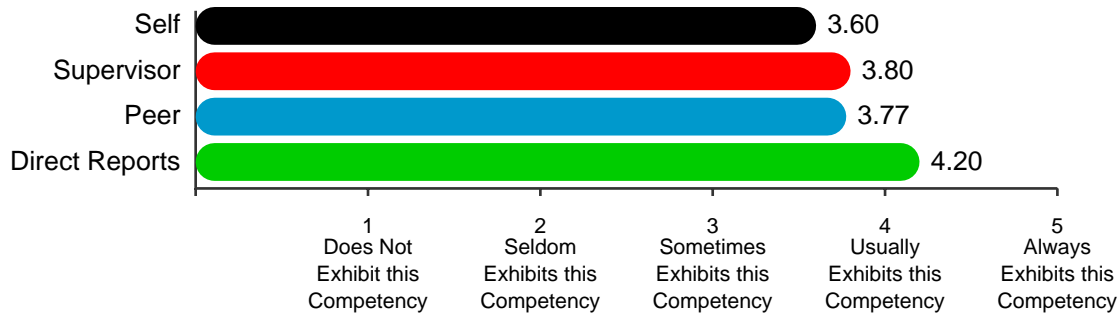
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You create clear standards that are understandable and fair.	15	4.33	86.7	13%	40%	47%		
17. You acknowledge employee contributions that support the bottom line.	15	4.27	93.3	7%	60%	33%		
18. You address grievances sooner rather than later.	14	4.00	92.9	7%	86%	7%		
19. You ensure employees understand the goals of the organization/department.	14	4.14	85.7	7%	7%	50%	36%	
20. You set long and short term goals.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He has hired good people, and developed strong relationship's with finance.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- 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.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- _____ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.

Project Management

Summary Scores



21. You organize work and sets priorities as needed.



22. You are able to adjust project schedule as needed to accommodate unforeseen issues.



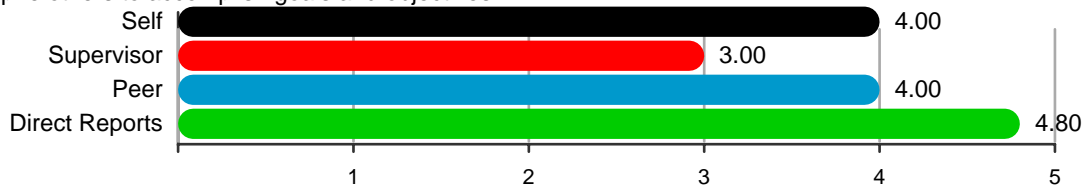
23. You work with customers and clients to assess your needs and define project parameters.



24. You regularly review project performance and goals.



25. You inspire others to accomplish goals and objectives.



Level of Skill

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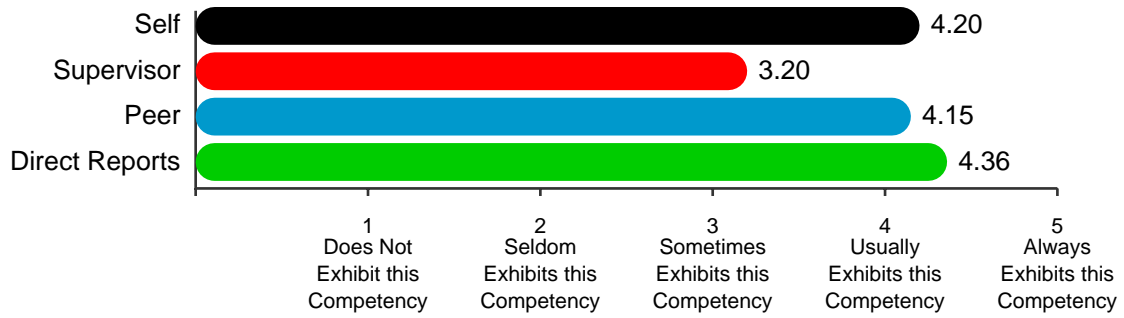
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You organize work and sets priorities as needed.	15	4.00	66.7	13%	20%	20%	47%	
22. You are able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.47	53.3	13%	33%	47%	7%	
23. You work with customers and clients to assess your needs and define project parameters.	15	3.60	66.7	13%	20%	60%	7%	
24. You regularly review project performance and goals.	15	4.27	86.7	7%	7%	40%	47%	
25. You inspire others to accomplish goals and objectives.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

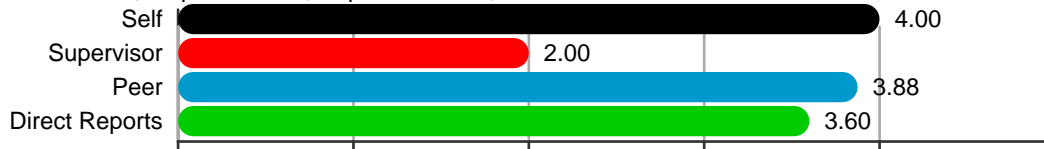
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- _____ does an exceptional job at running the department.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- _____ applied his strong analytical skills to problem solving.
- He clearly assigns our responsibilities by our individual strengths.

Delegation

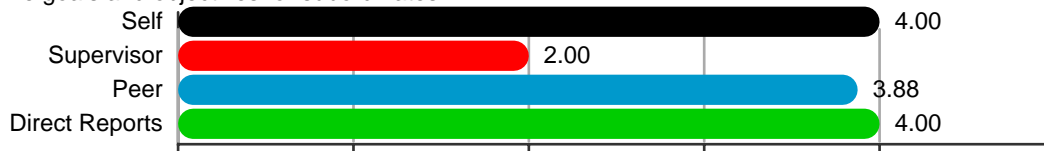
Summary Scores



26. You define the roles, responsibilities, required actions, and deadlines for team members.



27. You define goals and objectives for subordinates.



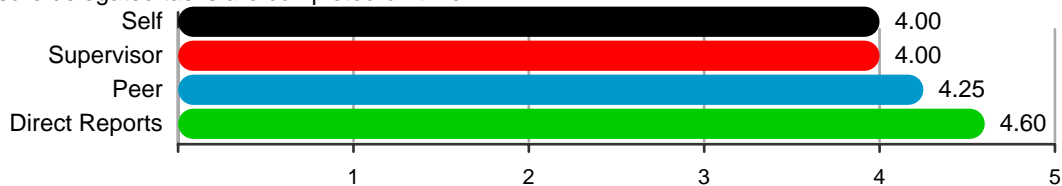
28. You clearly define tasks for employees.



29. You are aware of the resources needed to complete tasks.



30. You ensure delegated tasks are completed on time.



Level of Skill

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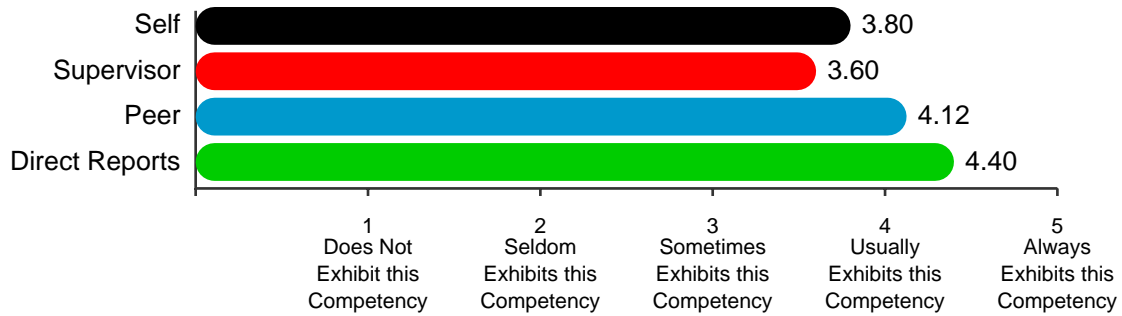
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You define the roles, responsibilities, required actions, and deadlines for team members.	15	3.67	66.7	20%	13%	47%	20%	
27. You define goals and objectives for subordinates.	15	3.80	73.3	20%	7%	47%	27%	
28. You clearly define tasks for employees.	15	4.33	86.7		13%	40%	47%	
29. You are aware of the resources needed to complete tasks.	15	4.67	100.0			33%	67%	
30. You ensure delegated tasks are completed on time.	15	4.33	100.0			67%	33%	

Comments:

- He is open to feedback and actively tries to improve.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

Goals

Summary Scores



31. You seek projects in areas outside immediate responsibilities.



32. You conduct timely follow-up; keeps others informed on a need to know basis.



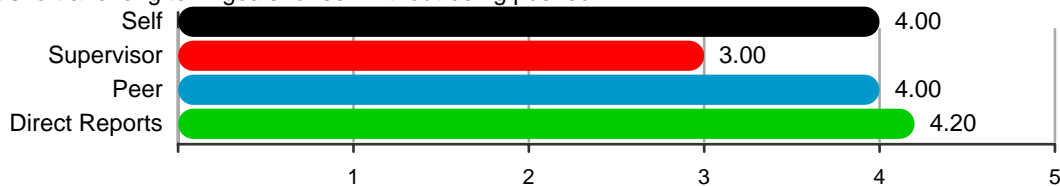
33. You achieve established goals.



34. You establish and document goals and objectives.



35. You set short and long term goals for self without being pushed.



Level of Skill

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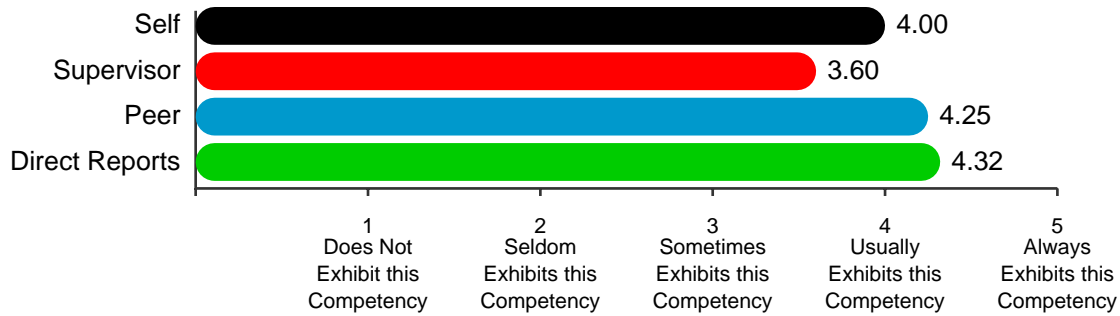
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You seek projects in areas outside immediate responsibilities.	15	4.07	80.0	20%		53%		27%
32. You conduct timely follow-up; keeps others informed on a need to know basis.	15	4.47	100.0			53%		47%
33. You achieve established goals.	15	4.13	80.0	20%		47%		33%
34. You establish and document goals and objectives.	15	4.13	86.7	13%		60%		27%
35. You set short and long term goals for self without being pushed.	15	4.00	80.0	20%		60%		20%

Comments:

- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- He is always available to listen, lend a hand, or guide the staff when needed.
- _____ does not beat around the bush nor does he have hidden agendas.
- He is very professional and caring in his job
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.

Managing Risk

Summary Scores



36. You develop policies for risk management.



37. You create informative guides regarding potential risks and risky behaviors.



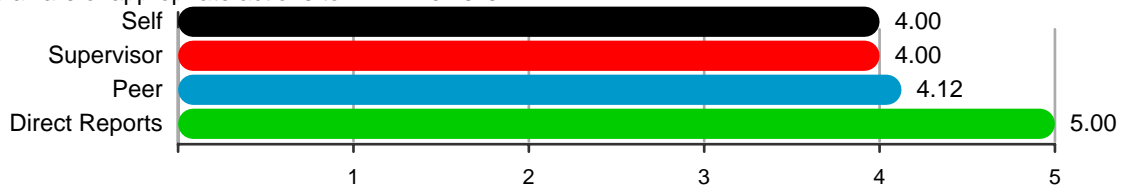
38. You recognize that small changes may snowball into major events.



39. You base decisions on patterns found in fluid/changing information.



40. You are aware of appropriate actions to minimize risks.



Level of Skill

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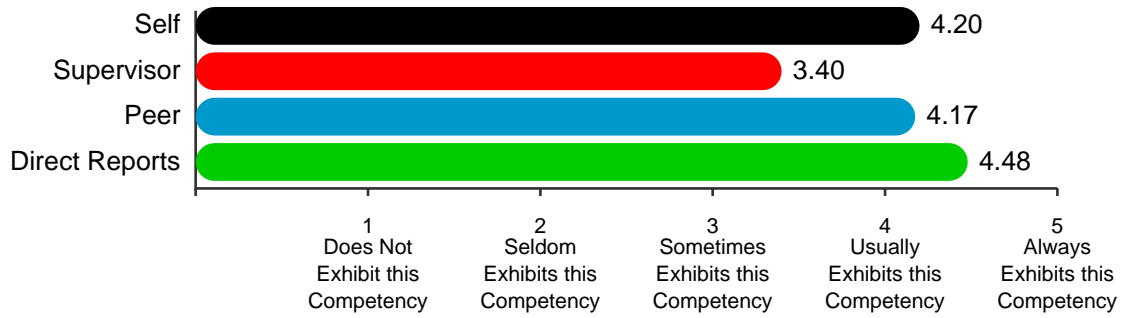
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You develop policies for risk management.	15	4.33	100.0			67%		33%
37. You create informative guides regarding potential risks and risky behaviors.	15	3.93	80.0	13%	7%	53%		27%
38. You recognize that small changes may snowball into major events.	15	4.27	86.7		13%	47%		40%
39. You base decisions on patterns found in fluid/changing information.	15	4.13	86.7		13%	60%		27%
40. You are aware of appropriate actions to minimize risks.	15	4.40	93.3		7%	47%		47%

Comments:

- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- _____ does not shy away from making the tough calls and is respected by many members of our team.
- 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.

Safety

Summary Scores



41. You participate in safety training when offered.



42. You participate in safety training as applicable.



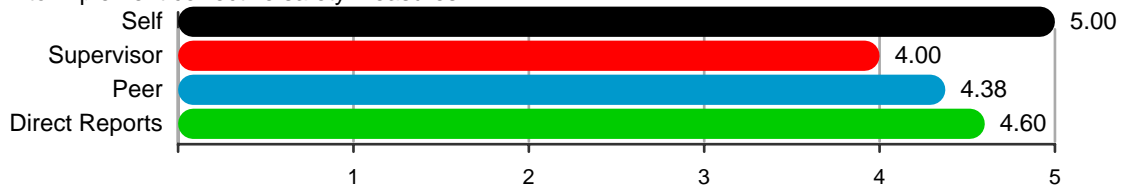
43. You develop a sustainable safety culture.



44. You support safety programs and procedures.



45. You work to implement corrective safety measures.



Level of Skill

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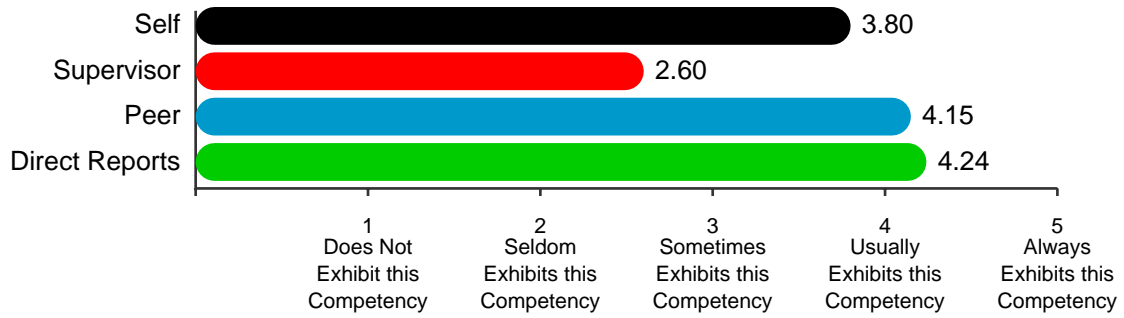
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. You participate in safety training when offered.	15	4.33	93.3	7%		53%		40%
42. You participate in safety training as applicable.	15	4.20	80.0	20%		40%		40%
43. You develop a sustainable safety culture.	15	4.13	86.7	13%		60%		27%
44. You support safety programs and procedures.	15	4.00	86.7	13%		73%		13%
45. You work to implement corrective safety measures.	15	4.47	93.3	7%		40%		53%

Comments:

- He is also an excellent resource to other managers and will take the time to offer information and support.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- He recognized where I needed help and supported me in making the case to get it.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.

Negotiation

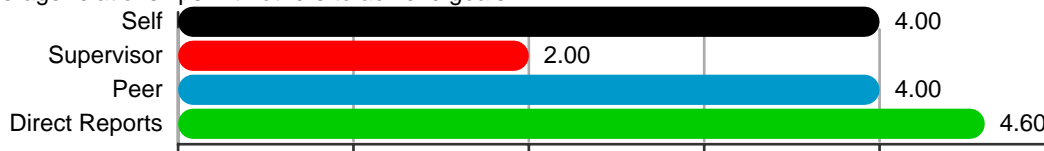
Summary Scores



46. You are able to adapt to changing situations.



47. You leverage relationships with others to achieve goals.



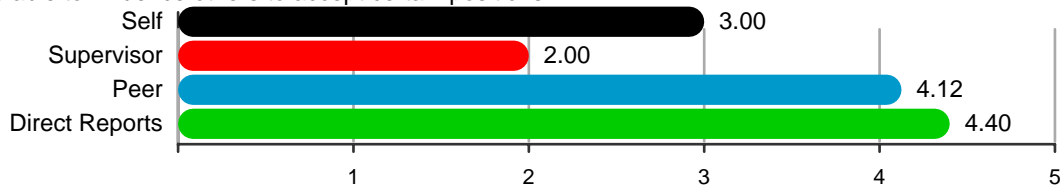
48. You change communication styles to meet the listener's needs.



49. You are able to decline bad ideas to avoid making poor decisions.



50. You are able to influence others to accept certain positions.



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46. You are able to adapt to changing situations.	15	3.87	80.0	7%	13%	67%	13%	
47. You leverage relationships with others to achieve goals.	15	4.07	86.7	13%		53%	33%	
48. You change communication styles to meet the listener's needs.	15	4.13	86.7		13%	60%	27%	
49. You are able to decline bad ideas to avoid making poor decisions.	15	4.20	86.7	7%	7%	47%	40%	
50. You are able to influence others to accept certain positions.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- Dedicated to the customer and community, he is worth his weight in gold.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- _____ works to keep up but a lot of new concepts.
- 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.
- Have persistence and tenacity
- He consistently conducts himself with professionalism and represents our unit well.

What do you like best about working with this individual?

- _____ exemplifies all of the above.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- _____ does not always follow through with things (ordering equipment).
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.

What do you like least about working with this individual?

- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- Under his leadership, the department teams have become very cohesive.
- _____ is a great asset to the team. We are grateful to have him.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ sets high standards for his team and ensures they perform professionally.

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

- Each member feels they are a part of the team and knows their contribution is valued.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- _____ is very sharp and plays a vital role in this organization
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.

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

- _____ teams with others to improve communication and process.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- Attitude is there; however, follow through is lacking at times.
- _____ always remembers the customer is at the center of what we do.
- Is empathetic, understanding, and dependable.
- _____ sets high standards for his team and ensures they perform professionally.

Any final comments?

- He is a real advocate for the customers. Excellent department and computer skills
- 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.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- I can depend on him with whatever is needed.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.