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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

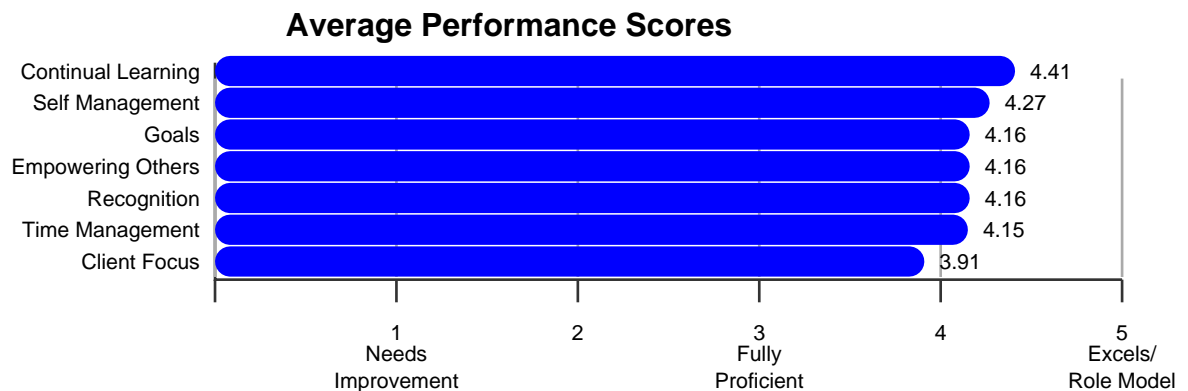
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



## Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



# Continual Learning

## Summary Scores



### 1. Seeks opportunities to grow in skills and knowledge.



### 2. Takes charge of their training and skills enhancement.



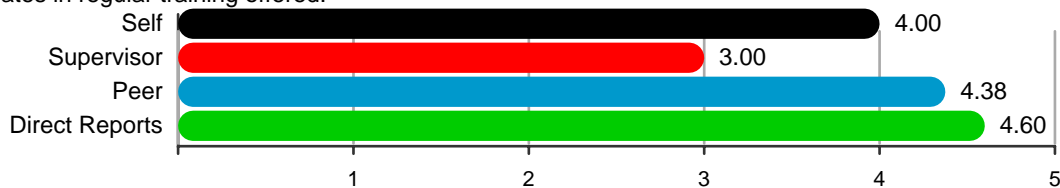
### 3. Pursues self-improvement through continual learning.



### 4. Pursues professional development opportunities when they arise.



### 5. Participates in regular training offered.



## 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Seeks opportunities to grow in skills and knowledge.	15	4.20	93.3	7%	67%	27%
2. Takes charge of their training and skills enhancement.	15	4.87	100.0	13%	87%	
3. Pursues self-improvement through continual learning.	15	4.27	93.3	7%	60%	33%
4. Pursues professional development opportunities when they arise.	15	4.40	86.7	13%	33%	53%
5. Participates in regular training offered.	15	4.33	93.3	7%	53%	40%

### Comments:

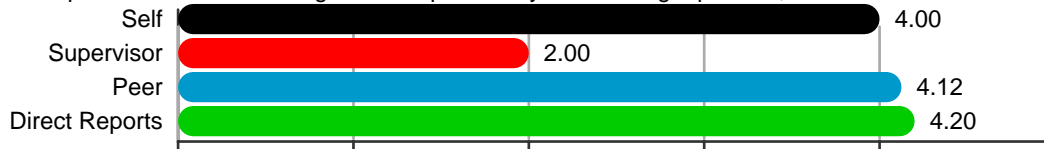
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- \_\_\_\_\_ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- \_\_\_\_\_ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- \_\_\_\_\_ excels at customer service and keeping our team focused on the customer.
- \_\_\_\_\_ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.

# Self Management

## Summary Scores



6. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



7. Consciously controls own negative emotions in order to keep team morale up.



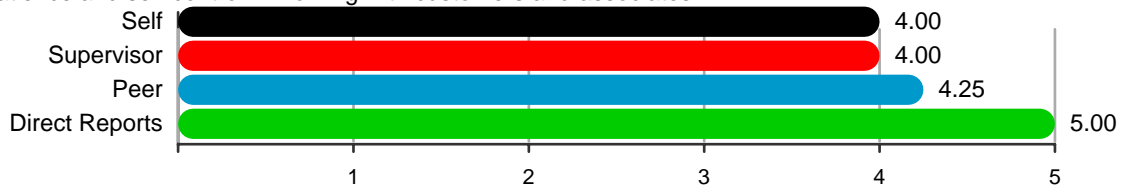
8. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



9. Steps away from a situation to process appropriate response.



10. Uses patience and self-control in working with customers and associates.



## 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.00	80.0	7%	13%	53%	27%
7. Consciously controls own negative emotions in order to keep team morale up.	15	4.07	80.0		20%	53%	27%
8. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.33	93.3	7%		47%	47%
9. Steps away from a situation to process appropriate response.	15	4.47	93.3	7%		40%	53%
10. Uses patience and self-control in working with customers and associates.	15	4.47	93.3	7%		40%	53%

### Comments:

- I have found that \_\_\_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- \_\_\_\_\_ encourages our staff to strive to be the best that we can be.
- \_\_\_\_\_ makes great hiring choices. he is clear on what needs to be done.
- 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.
- I wish I had 5 more years to learn from \_\_\_\_\_. He teaches me with every interaction.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.

# Goals

## Summary Scores



### 11. Sets high expectations and goals; encourages others to support the organization.



### 12. Understands & contributes to development of strategic goals.



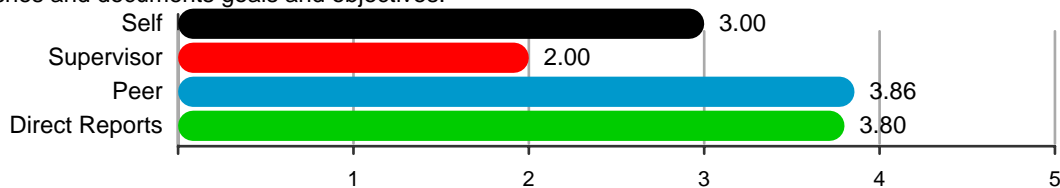
### 13. Goal Setting



### 14. Achieves established goals.



### 15. Establishes and documents goals and objectives.





## Level of Skill

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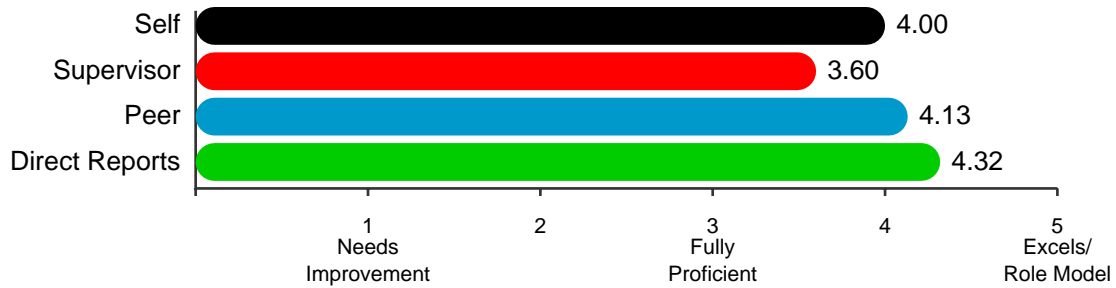
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Sets high expectations and goals; encourages others to support the organization.	15	4.60	100.0	40%	60%	
12. Understands & contributes to development of strategic goals.	15	4.27	100.0	73%	27%	
13. Goal Setting	15	4.33	100.0	67%	33%	
14. Achieves established goals.	15	3.93	73.3	27%	53%	20%
15. Establishes and documents goals and objectives.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- He desires to do great work.
- Again, \_\_\_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- You can count on \_\_\_\_\_ to be honest and stay true to commitments.
- He is open to feedback and actively tries to improve.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- He is very customer focused and this reflects in his division leadership and performance.

# Time Management

## Summary Scores



16. Sets a good balance between work and family life.



17. Deals effectively with interruptions.



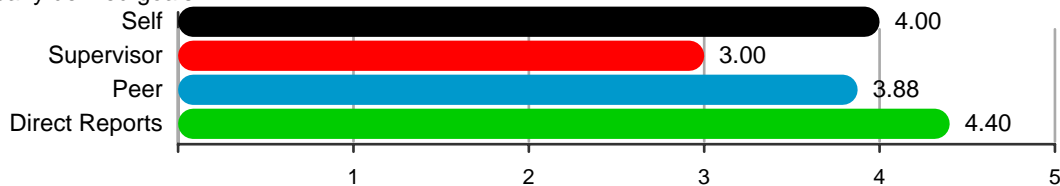
18. Avoids distractions in the workplace.



19. Does not become flustered by deadlines and timelines.



20. Sets clearly defined goals.



## Level of Skill

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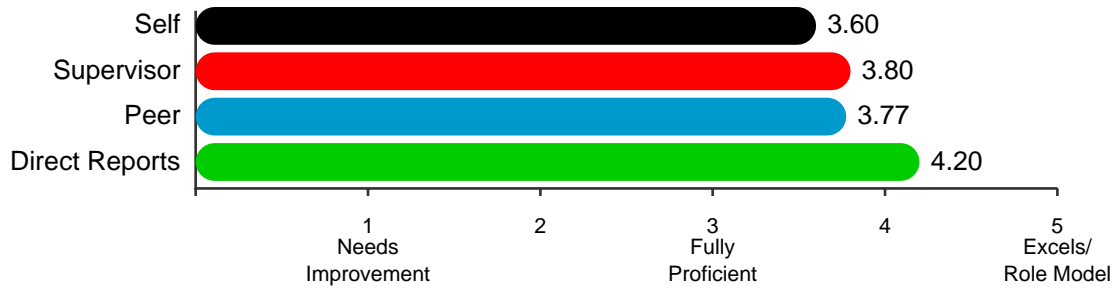
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Sets a good balance between work and family life.	15	4.33	86.7	13%	40%	47%	
17. Deals effectively with interruptions.	15	4.27	93.3	7%	60%	33%	
18. Avoids distractions in the workplace.	14	4.00	92.9	7%	86%	7%	
19. Does not become flustered by deadlines and timelines.	14	4.14	85.7	7%	7%	50%	36%
20. Sets clearly defined goals.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Sometimes his decisions aren't thought through from a financial perspective.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_\_\_ is an excellent leader. He seeks input from everyone involved to solve an issue.
- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.

# Client Focus

## Summary Scores



### 21. Ensures client commitments and requirements are met or exceeded



### 22. Maintains strong relationships with clients.



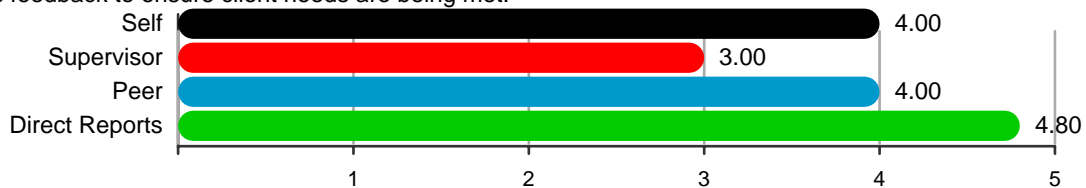
### 23. Satisfies client needs.



### 24. Is pro-active in dealing with clients and addressing their needs.



### 25. Obtains feedback to ensure client needs are being met.



## 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 (Needs Improvement) to green (Excels/ Role Model).

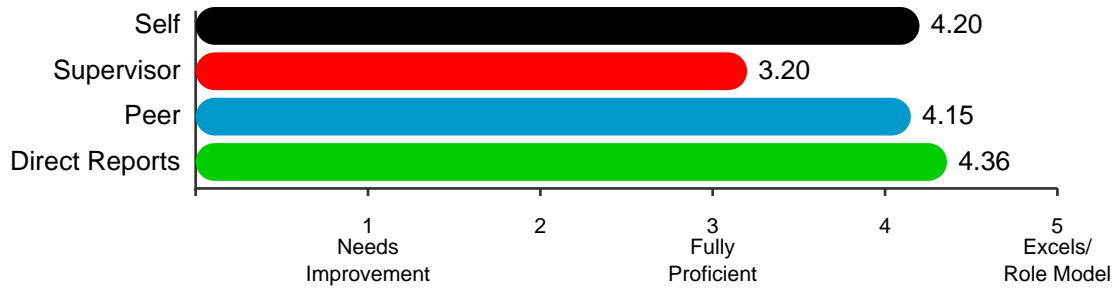
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Ensures client commitments and requirements are met or exceeded	15	4.00	66.7	13%	20%	20%	47%
22. Maintains strong relationships with clients.	15	3.47	53.3	13%	33%	47%	7%
23. Satisfies client needs.	15	3.60	66.7	13%	20%	60%	7%
24. Is pro-active in dealing with clients and addressing their needs.	15	4.27	86.7	7%	7%	40%	47%
25. Obtains feedback to ensure client needs are being met.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

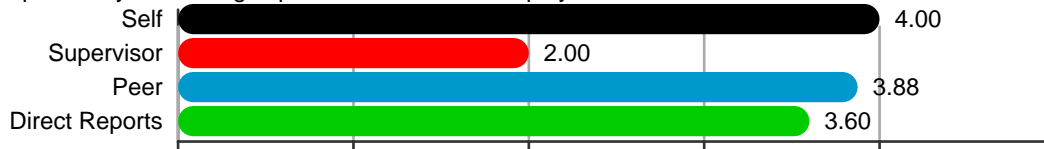
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- I appreciate \_\_\_\_\_'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- Has one of the strongest work ethics I've ever encountered in a team member.
- Our organization is a better place because of his and his future focus.
- \_\_\_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- \_\_\_\_\_ is professional, collaborative. . . a great team member.

# Empowering Others

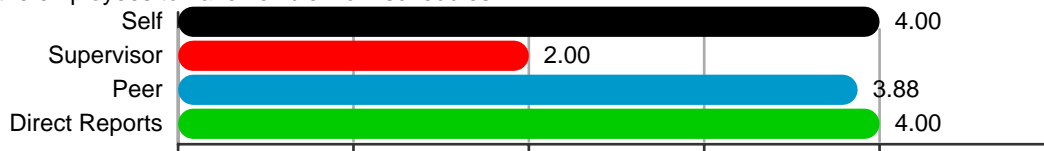
## Summary Scores



26. Gives responsibility for making important decisions to employees.



27. Allows the employees to have flexible work schedules.



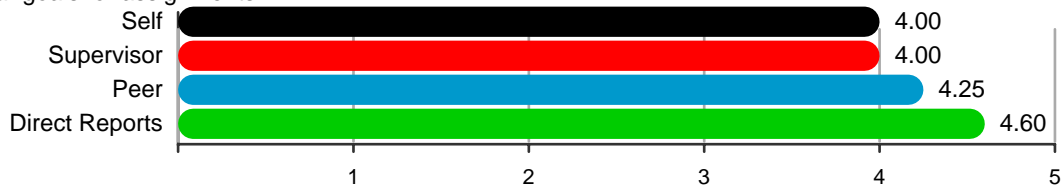
28. Trusts employees are able to complete assigned tasks.



29. Lets employees complete tasks according to their methods.



30. Set clear goals for assignments.



## 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 (Needs Improvement) to green (Excels/ Role Model).

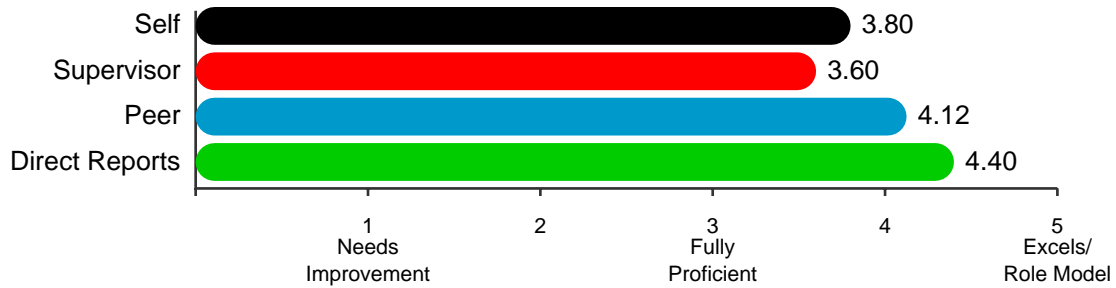
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Gives responsibility for making important decisions to employees.	15	3.67	66.7	20%	13%	47%		20%
27. Allows the employees to have flexible work schedules.	15	3.80	73.3	20%	7%	47%		27%
28. Trusts employees are able to complete assigned tasks.	15	4.33	86.7	13%		40%		47%
29. Lets employees complete tasks according to their methods.	15	4.67	100.0			33%		67%
30. Set clear goals for assignments.	15	4.33	100.0			67%		33%

### Comments:

- Appreciate \_\_\_\_\_'s willingness to participate on leadership in expanding research activity.
- He cares deeply for what he does and it shows.
- \_\_\_\_\_ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- \_\_\_\_\_ is a great team member who cares about his team, the quality of his work, and the organization.
- Appreciate \_\_\_\_\_'s calm approach
- \_\_\_\_\_ has done a remarkable job managing the department.

# Recognition

## Summary Scores



### 31. Recognizes the abilities and skills of self and others



### 32. Is sincerely interested in the suggestions of co-workers



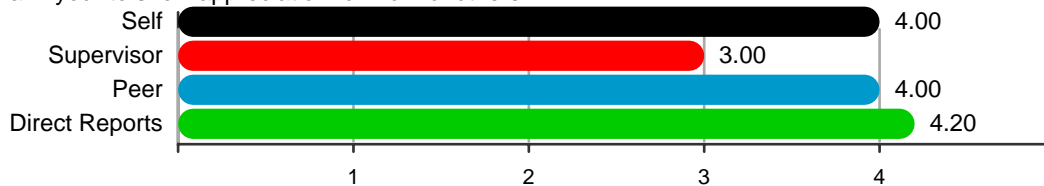
### 33. Compliments other people when they do good work



### 34. Lets employees know when they have done well



### 35. Says "thank you" to show appreciation for work of others.





## 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Recognizes the abilities and skills of self and others	15	4.07	80.0	20%	53%	27%
32. Is sincerely interested in the suggestions of co-workers	15	4.47	100.0		53%	47%
33. Compliments other people when they do good work	15	4.13	80.0	20%	47%	33%
34. Lets employees know when they have done well	15	4.13	86.7	13%	60%	27%
35. Says "thank you" to show appreciation for work of others.	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_\_\_ leads by example.
- \_\_\_\_\_ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- \_\_\_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.

## 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?

- I have never known \_\_\_\_\_ to not hire for talent.
- Be being better organized. It would help with prioritizing.
- Appreciate \_\_\_\_\_'s dedication to making the facilities cleaner. Results are evident.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Timely follow through.
- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.

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

- I think \_\_\_\_\_ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- \_\_\_\_\_ leads by example. Great Employee engagement.
- \_\_\_\_\_ has made great strides with increasing communication and teamwork within his reports.
- It has been a wonderful having \_\_\_\_\_ as our manager so far, the future looks brighter!
- I think he is doing really good work and I found that to be one area I could list that might help.
- Good leadership style.

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

- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- He is also very enthusiastic and energetic.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- I really enjoy working with \_\_\_\_\_ and I respect his as a leader and role model.
- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- He listens to the team.

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

- I honestly cannot think of anything that he could improve on.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. \_\_\_\_\_ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- He is an excellent problem solver.
- As noted in the comments above, \_\_\_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.

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

- \_\_\_\_\_ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- Our organization is a better place because of his and his future focus.
- He has the desire and effort to get it right and continuously improve self and culture.
- He leads by example, not reputation.
- Always approachable no matter how busy he is.
- \_\_\_\_\_ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].

### Any final comments?

- \_\_\_\_\_ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- I am very surprised and impressed with \_\_\_\_\_ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- He has positive energy, leads by example, and cares about teammates.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with \_\_\_\_\_, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- \_\_\_\_\_ is a very positive addition to our Management team.
- I know I can always count of \_\_\_\_\_ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.