

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.

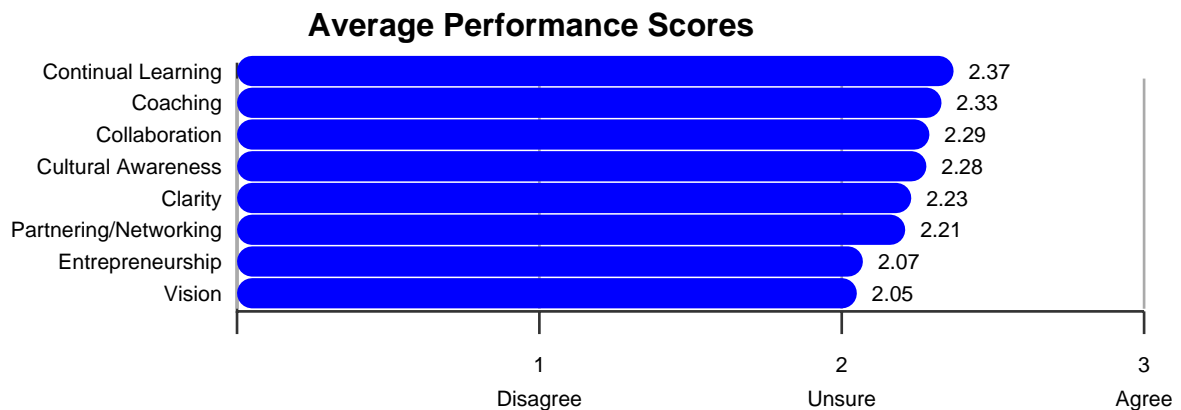
What to Do with Your Feedback

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 8 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.



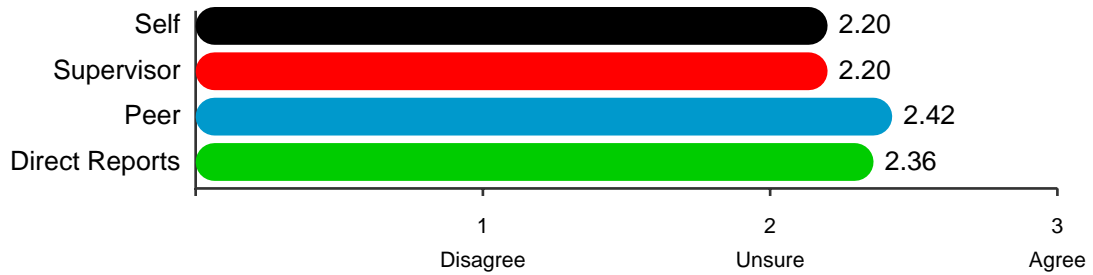
Gap Analysis

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

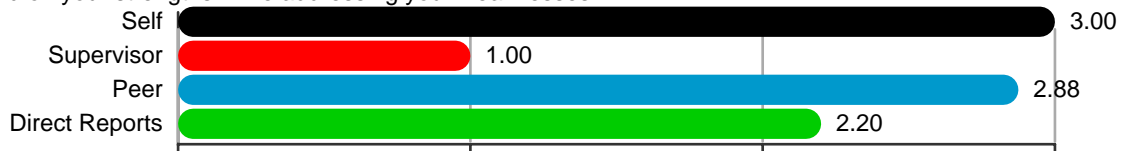
Summary Scores



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



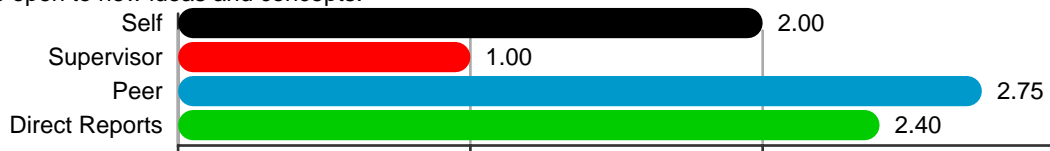
2. You build on your strengths while addressing your weaknesses.



3. You participate in regular training offered.



4. You are open to new ideas and concepts.



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).

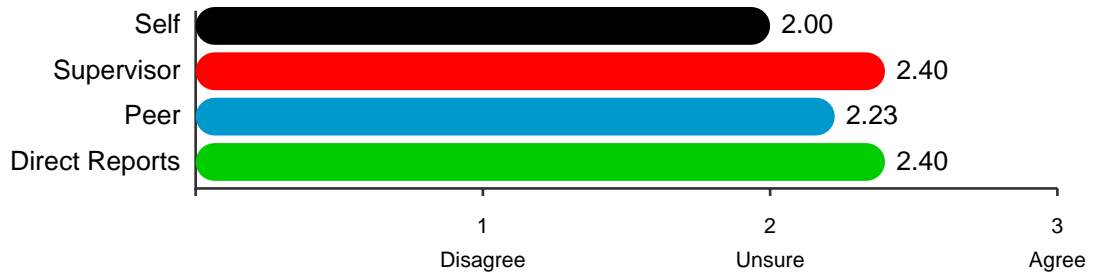
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You share best practices with others and learn from others.	15	2.27	33.3	7%	60%	33%
2. You build on your strengths while addressing your weaknesses.	15	2.53	73.3	20%	7%	73%
3. You participate in regular training offered.	15	2.33	40.0	7%	53%	40%
4. You are open to new ideas and concepts.	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:

- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- Provide more clarity. Increase your technical knowledge.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- _____ has a strong knowledge base and willingly shares information.
- A great addition to the team.
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way _____ can.

Cultural Awareness

Summary Scores



6. You value the opinions of diverse groups and individual.



7. You treat others with dignity and respect.



8. You show respect in daily interactions



9. You encourage a work environment where individual differences are valued.



10. You recognize and value individual and cultural differences.



Level of Skill

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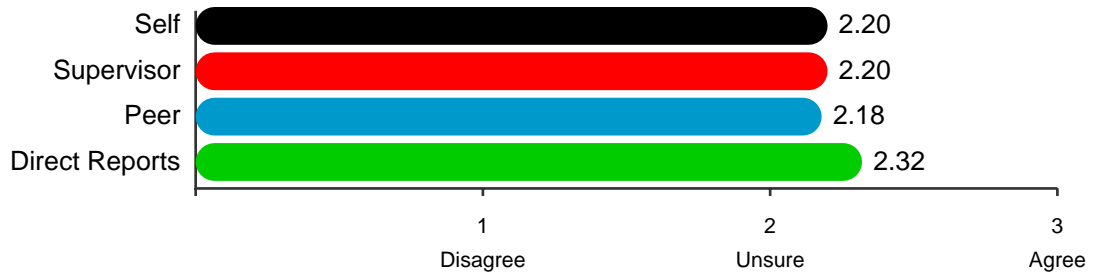
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. You value the opinions of diverse groups and individual.	15	2.13	33.3	20%	47%	33%
7. You treat others with dignity and respect.	15	2.07	26.7	20%	53%	27%
8. You show respect in daily interactions	15	2.33	40.0	7%	53%	40%
9. You encourage a work environment where individual differences are valued.	15	2.40	53.3	13%	33%	53%
10. You recognize and value individual and cultural differences.	15	2.47	60.0	13%	27%	60%

Comments:

- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- _____ does a great job investigating an issue thinking it through before he takes action.
- _____ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.

Clarity

Summary Scores



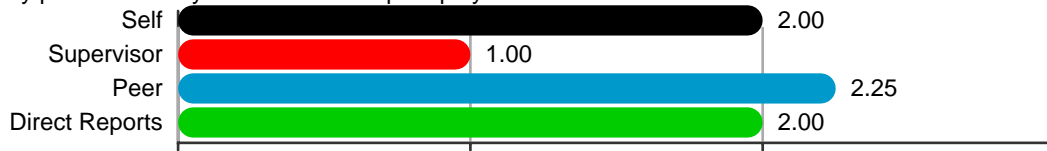
11. You avoid creating ambiguity or mixed messages.



12. You adjust communication methods to the needs of the audience.



13. You clarify problems and your causes to help employees correct them.



14. You write clear job descriptions for positions in the organization.



15. You are clear about goals that need to be achieved.



Level of Skill

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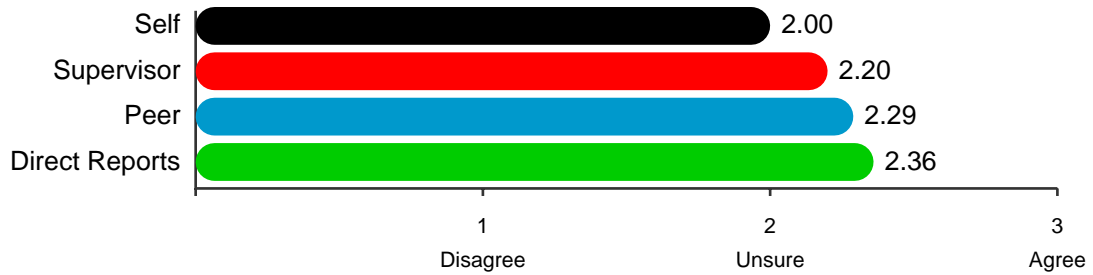
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You avoid creating ambiguity or mixed messages.	15	2.33	40.0	7%	53%	40%
12. You adjust communication methods to the needs of the audience.	15	2.07	20.0	13%	67%	20%
13. You clarify problems and your causes to help employees correct them.	15	2.07	26.7	20%	53%	27%
14. You write clear job descriptions for positions in the organization.	15	2.27	40.0	13%	47%	40%
15. You are clear about goals that need to be achieved.	14	2.43	50.0	7%	43%	50%

Comments:

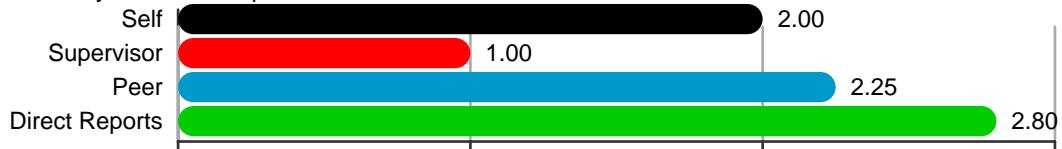
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- _____ not only values and listens to his staff he also gives them the support they need.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- Always has a positive, cheerful, and strong attitude.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- _____ 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.

Collaboration

Summary Scores



16. You a trustworthy and credible partner.



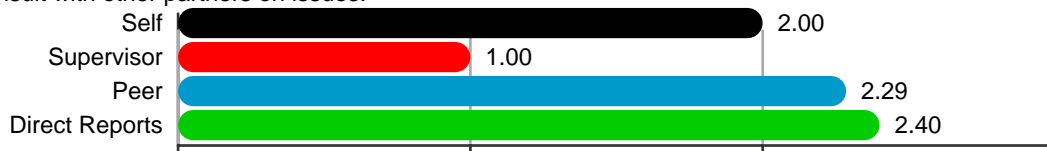
17. You a dependable partner in the group.



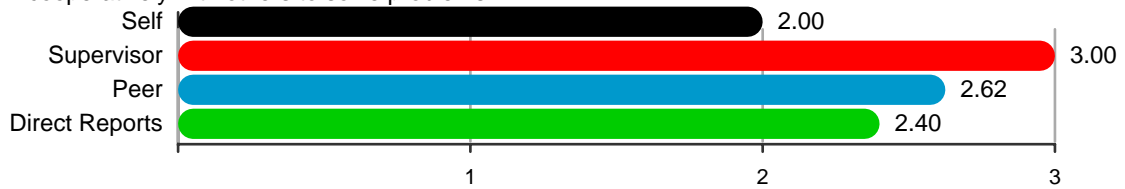
18. You respect other group/team members.



19. You consult with other partners on issues.



20. You work cooperatively with others to solve problems.



Level of Skill

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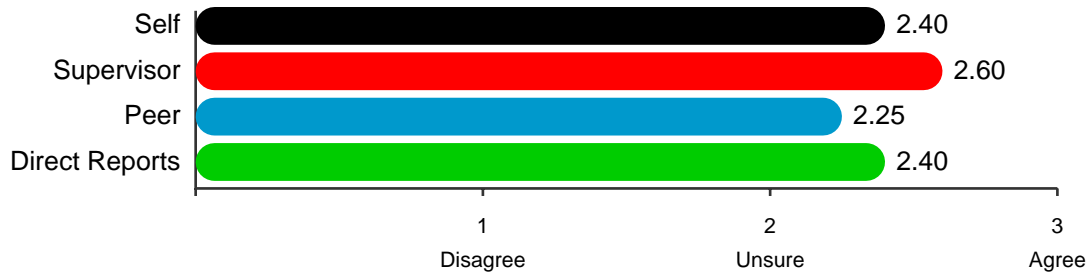
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. You a trustworthy and credible partner.	15	2.33	46.7	13%	40%	47%
17. You a dependable partner in the group.	15	2.33	40.0	7%	53%	40%
18. You respect other group/team members.	14	2.00	14.3	14%	71%	14%
19. You consult with other partners on issues.	14	2.21	42.9	21%	36%	43%
20. You work cooperatively with others to solve problems.	15	2.53	60.0	7%	33%	60%

Comments:

- We are striving to meet best practice standards.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- He encourages teammates more as a peer than a coach.
- He values our feedback and takes our recommendations seriously.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.

Coaching

Summary Scores



21. You develop the skills and capabilities of others.



22. You help employees to understand responsibilities, authority, and expectations.



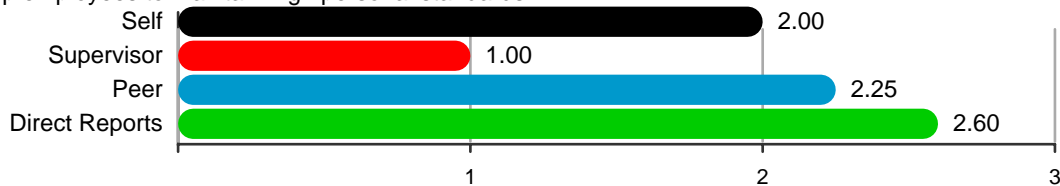
23. You coach employees in how to strengthen knowledge and skills to improve work performance.



24. You provide clear, motivating, and constructive feedback.



25. You help employees to maintain high personal standards.



Level of Skill

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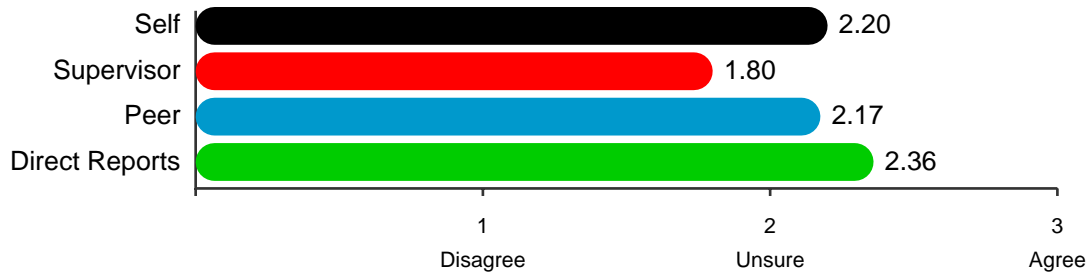
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. You develop the skills and capabilities of others.	15	2.60	66.7	7%	27%	67%
22. You help employees to understand responsibilities, authority, and expectations.	15	2.33	40.0	7%	53%	40%
23. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	2.07	20.0	13%	67%	20%
24. You provide clear, motivating, and constructive feedback.	15	2.40	53.3	13%	33%	53%
25. You help employees to maintain high personal standards.	15	2.27	53.3	27%	20%	53%

Comments:

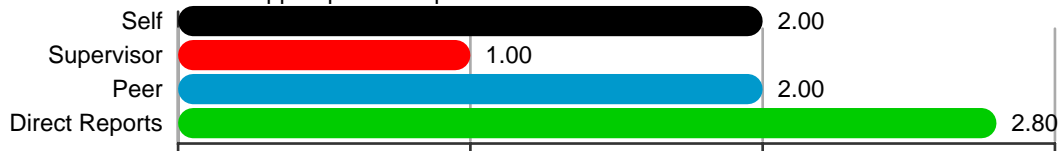
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- Always looking for ways to grow as a person. Inspires others to do the same.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- _____ is a very solid manager who meets or exceeds expectations of his role.

Partnering/Networking

Summary Scores



26. You maintain infrastructure to support partnerships and networks.



27. You develop a sense of trust in subordinates so they can freely interact and share information with others.



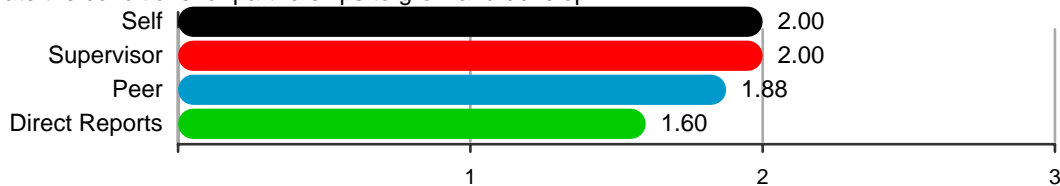
28. You support and encourage relationships that are created by diverse team members.



29. You promote the understanding of how the department affects the organization overall.



30. You create the conditions for partnerships to grow and develop.



Level of Skill

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

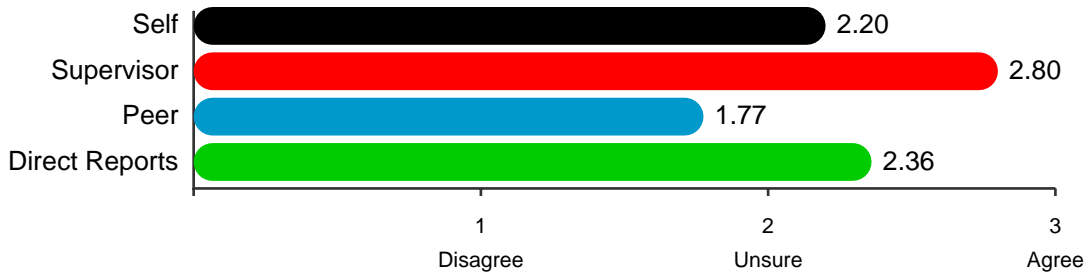
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You maintain infrastructure to support partnerships and networks.	15	2.20	33.3	13%	53%	33%
27. You develop a sense of trust in subordinates so they can freely interact and share information with others.	15	2.00	26.7	27%	47%	27%
28. You support and encourage relationships that are created by diverse team members.	15	2.47	53.3	7%	40%	53%
29. You promote the understanding of how the department affects the organization overall.	15	2.60	60.0		40%	60%
30. You create the conditions for partnerships to grow and develop.	15	1.80	13.3	33%	53%	13%

Comments:

- There are two items above that will be part of my goals for the coming year.
- I think he is doing really good work and I found that to be one area I could list that might help.
- He make sure the team effort not only succeed on paper.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

Entrepreneurship

Summary Scores



31. You seek and utilize mentors to help guide your professional development.



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



33. You are excellent at managing relationships with stakeholders.



34. You balance risks and rewards when making decisions.



35. You find unique ways to go around barriers to success.



Level of Skill

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

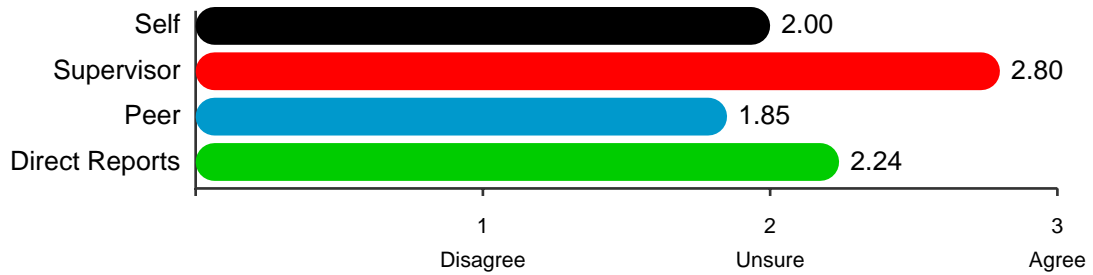
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You seek and utilize mentors to help guide your professional development.	15	2.13	33.3	20%	47%	33%
32. You are comfortable operating in an environment of uncertainty.	15	2.13	33.3	20%	47%	33%
33. You are excellent at managing relationships with stakeholders.	15	2.07	33.3	27%	40%	33%
34. You balance risks and rewards when making decisions.	15	2.13	26.7	13%	60%	27%
35. You find unique ways to go around barriers to success.	15	1.87	20.0	33%	47%	20%

Comments:

- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- I would like to see his expand personal long-term goals at the company.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.

Vision

Summary Scores



36. You express the Company vision in a way that is easily understood and adopted by employees.



37. You understand the vision of the Company and promote it ahead of any self-interests.



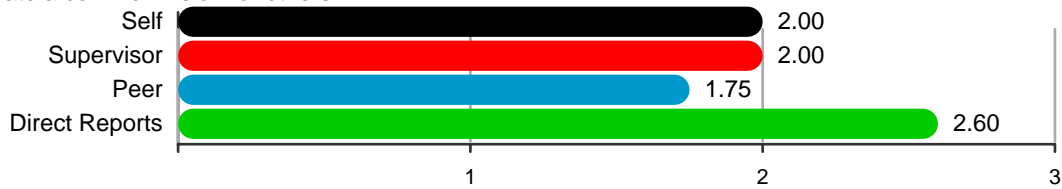
38. You work to support the strategy of [Company]



39. You clearly articulate a vision for your work and inspires others to support it



40. You create a common vision for 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You express the Company vision in a way that is easily understood and adopted by employees.	15	1.87	20.0	33%	47%	20%
37. You understand the vision of the Company and promote it ahead of any self-interests.	15	1.93	13.3	20%	67%	13%
38. You work to support the strategy of [Company]	15	2.07	33.3	27%	40%	33%
39. You clearly articulate a vision for your work and inspires others to support it	15	2.33	33.3		67%	33%
40. You create a common vision for others.	15	2.07	33.3	27%	40%	33%

Comments:

- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- He has consistently been a strong advocate for me and my team.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- 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.

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 love how he is always open to approach with any questions I have, no matter the hour.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- I like that he challenges me.
- _____ always remembers the customer is at the center of what we do.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.

What do you like best about working with this individual?

- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- He clearly assigns our responsibilities by our individual strengths.
- He is an advocate for [CompanyName].
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.

What do you like least about working with this individual?

- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- _____ is very supportive and knows his area of expertise. He is a pleasure to work with.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.

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

- He will always be able to state that he did everything he could, he gives this job his all!
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- _____ is very sharp and plays a vital role in this organization
- I so appreciate that _____ is so on top of everything that we do in payroll.
- _____ is very reliable, respectful and ethical in his leadership.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.

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

- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName].
- _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- He holds everyone to such a high standard, you don't want to disappoint him.
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- He is a joy to work for.

Any final comments?

- _____ is a great manager, committed to each employee in our department.
- _____ has my back and breaks down the barriers when I let him know that need his support.
- I appreciate his receptiveness and openness and his sense of humor.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- I garner ideas from his regularly and look to him as a mentor.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department and was a valuable member.