



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.

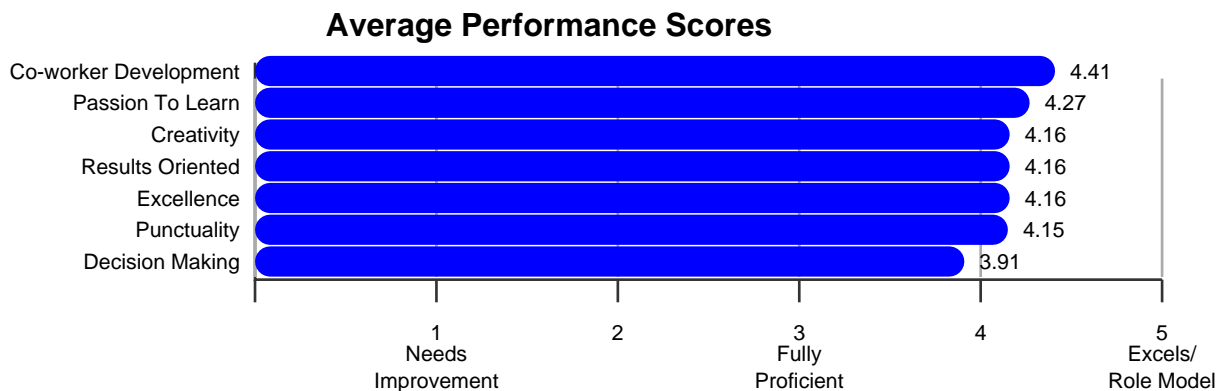
What to Do with Your Feedback

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

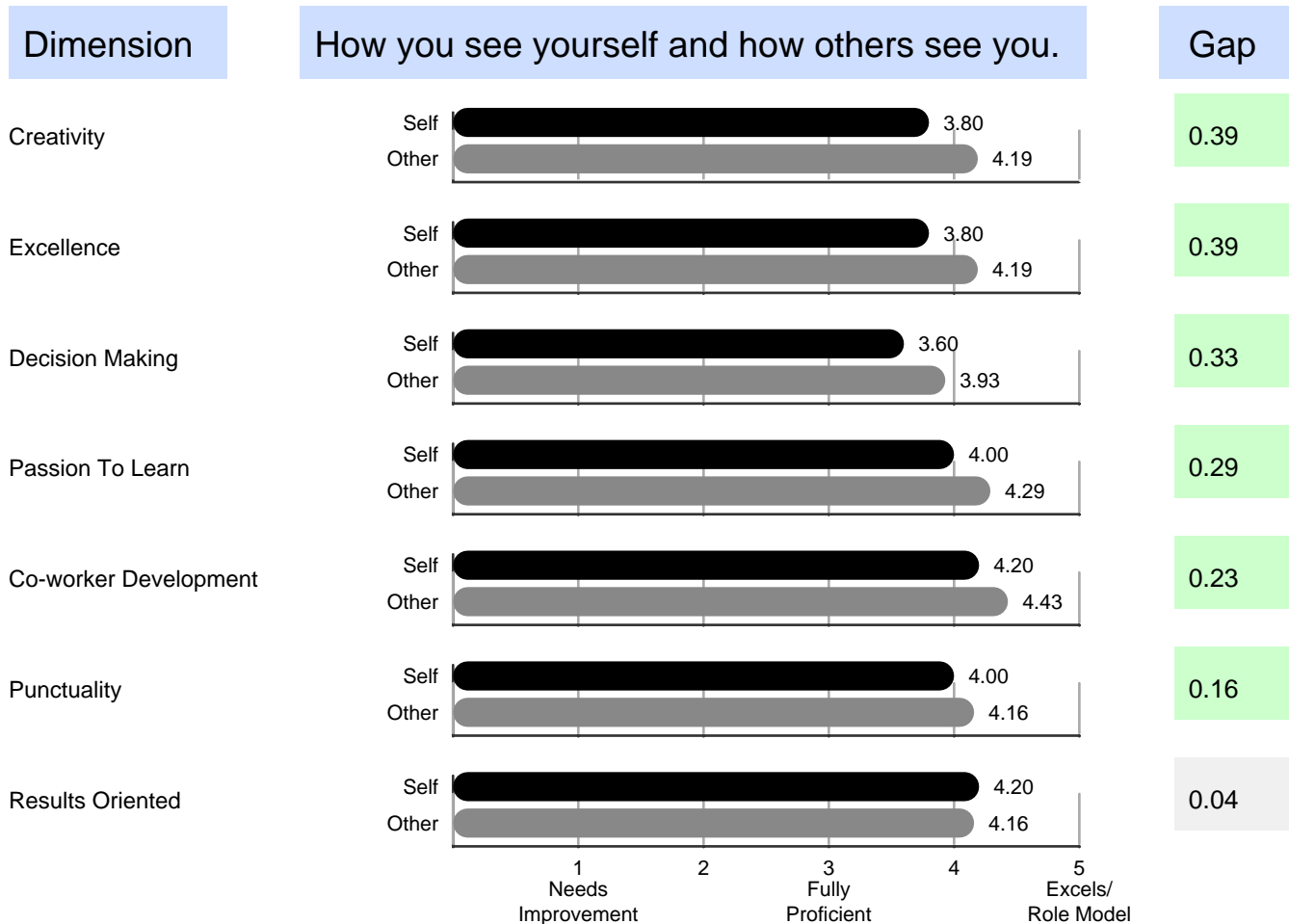
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Co-worker Development

Summary Scores



1. Works to identify root causes of performance problems



2. Takes immediate action on poor performance



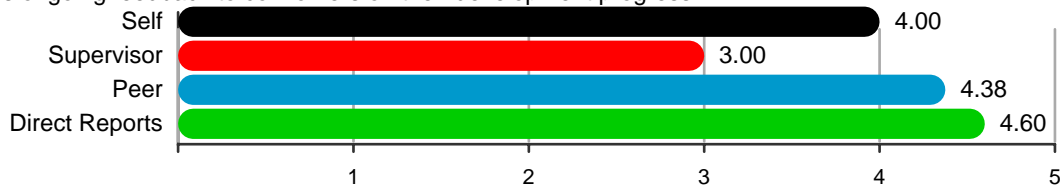
3. Gives others development opportunities through project assignments and increased job responsibilities



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



5. Provides ongoing feedback to co-workers on their development progress



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. Works to identify root causes of performance problems	15	4.20	93.3	7%	67%	27%
2. Takes immediate action on poor performance	15	4.87	100.0	13%	87%	
3. Gives others development opportunities through project assignments and increased job responsibilities	15	4.27	93.3	7%	60%	33%
4. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.40	86.7	13%	33%	53%
5. Provides ongoing feedback to co-workers on their development progress	15	4.33	93.3	7%	53%	40%

Comments:

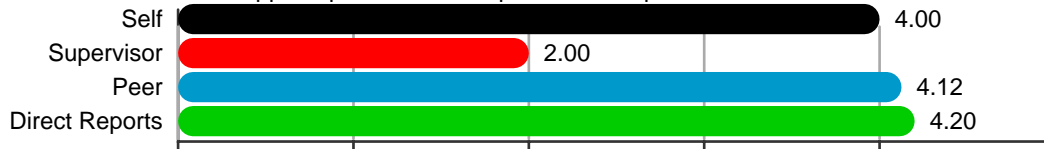
- Where do I even start to articulate how much I value about working with ____ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ____ is.
- From my perspective, ____ is a very effective leader. I have seen ____ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ____ is always open and is a great collaborator.
- I had the opportunity to work very closely with ____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- Please know that stress can occasionally slow down progress.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- I value ____ for so much more than her negotiating skills which are outstanding.

Passion To Learn

Summary Scores



6. Creates an environment that supports personal development and exploration.



7. Exhibits willingness to upgrade skills through additional training and education.



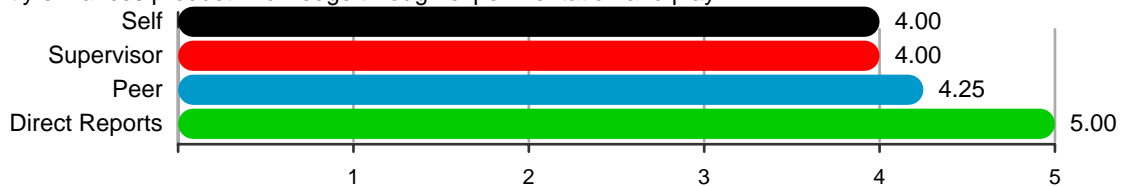
8. Enjoys learning new skills and techniques.



9. Is open minded and curious about learning new skills.



10. Constantly enhances product knowledge through experimentation and play.



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. Creates an environment that supports personal development and exploration.	15	4.00	80.0	7%	13%	53%	27%
7. Exhibits willingness to upgrade skills through additional training and education.	15	4.07	80.0		20%	53%	27%
8. Enjoys learning new skills and techniques.	15	4.33	93.3	7%		47%	47%
9. Is open minded and curious about learning new skills.	15	4.47	93.3	7%		40%	53%
10. Constantly enhances product knowledge through experimentation and play.	15	4.47	93.3	7%		40%	53%

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.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- She is respectful of the people she works with regardless of the level in the organization.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- I value ___'s advice and support as we realigned my department a few times this year.
- I know that ___ cares about me as a total individual not just as a professional.

Creativity

Summary Scores



11. Creates a lot of new ideas.



12. Develops solutions to challenging problems.



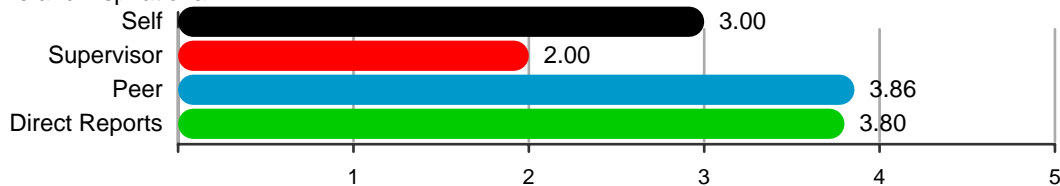
13. Adds value to the department/organization.



14. Is creative.



15. Is creative and inspirational.



Level of Skill

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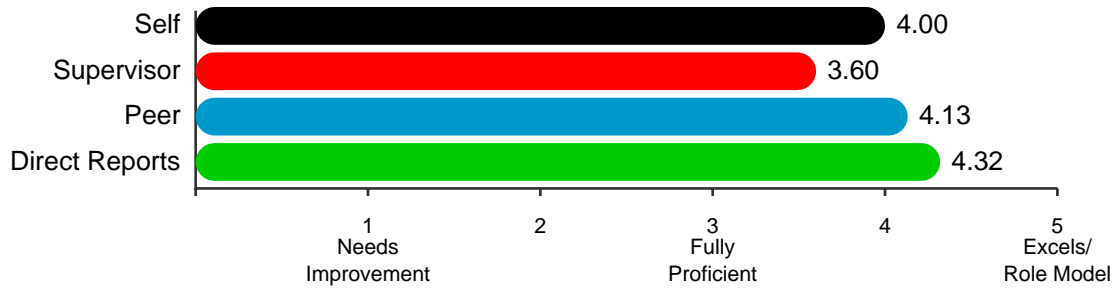
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Creates a lot of new ideas.	15	4.60	100.0	40%	60%	
12. Develops solutions to challenging problems.	15	4.27	100.0	73%	27%	
13. Adds value to the department/organization.	15	4.33	100.0	67%	33%	
14. Is creative.	15	3.93	73.3	27%	53%	20%
15. Is creative and inspirational.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- She is quick to remind others, when needed why we are really here.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

Punctuality

Summary Scores



16. Arrives to meetings on time.



17. Avoids making personal phone calls during working hours.



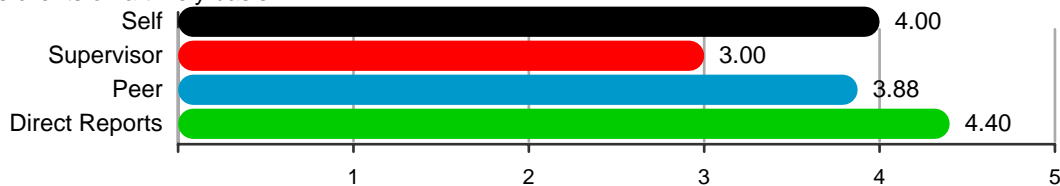
18. Responds to requests for information in a timely manner.



19. Starts the workday when scheduled.



20. Invoices clients on a timely basis.



Level of Skill

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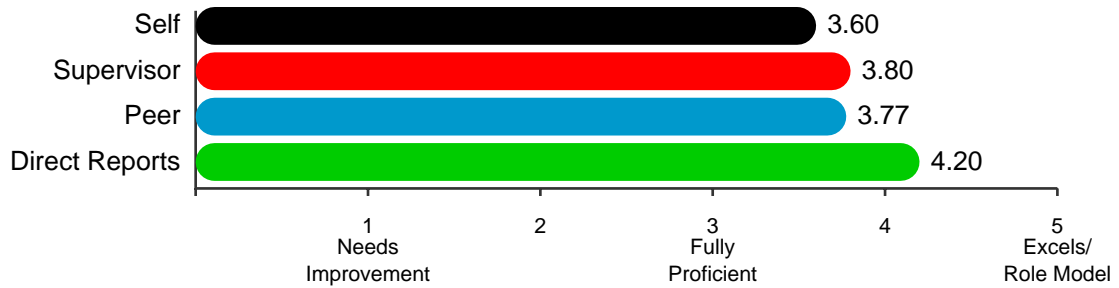
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Arrives to meetings on time.	15	4.33	86.7	13%		40%		47%
17. Avoids making personal phone calls during working hours.	15	4.27	93.3	7%		60%		33%
18. Responds to requests for information in a timely manner.	14	4.00	92.9	7%		86%		7%
19. Starts the workday when scheduled.	14	4.14	85.7	7%	7%	50%		36%
20. Invoices clients on a timely basis.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- Detail oriented
- You can count on ___ to be honest and stay true to commitments.
- She has a very engaging style which generates trust and respect.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.

Decision Making

Summary Scores



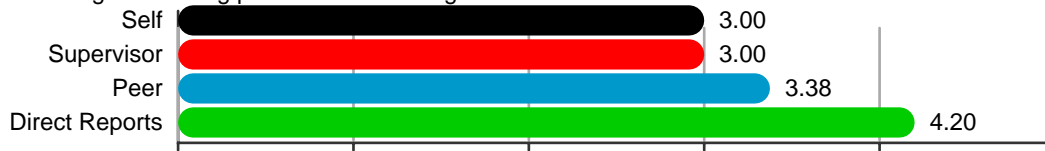
21. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



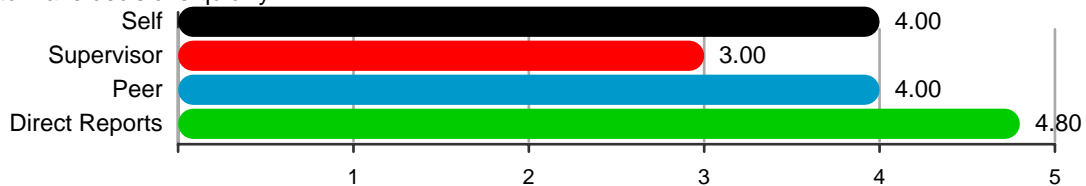
23. Does not lose sight of the big picture when making decisions



24. Exercises good judgment by making sound and informed decisions.



25. Is able to make decisions quickly.



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).

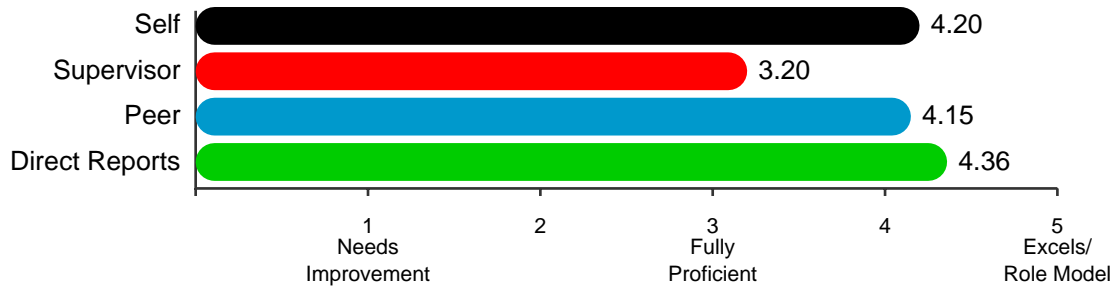
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.00	66.7	13%	20%	20%		47%
22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.47	53.3	13%	33%		47%	7%
23. Does not lose sight of the big picture when making decisions	15	3.60	66.7	13%	20%		60%	7%
24. Exercises good judgment by making sound and informed decisions.	15	4.27	86.7	7%	7%	40%		47%
25. Is able to make decisions quickly.	15	4.20	80.0	7%	13%	33%		47%

Comments:

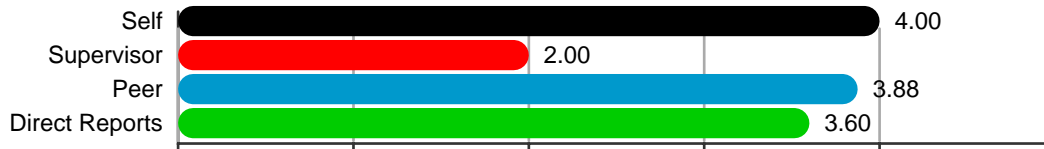
- Manager routinely demonstrates all of the above characteristics, as marked
- She removes barriers so that we can do our job to the best of our ability.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- ___ has done a remarkable job managing the department.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.

Results Oriented

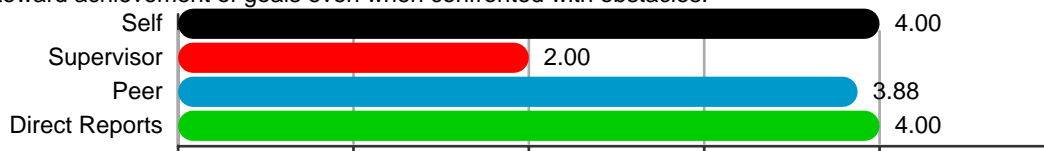
Summary Scores



26. Helps others when free-time is available.



27. Works toward achievement of goals even when confronted with obstacles.



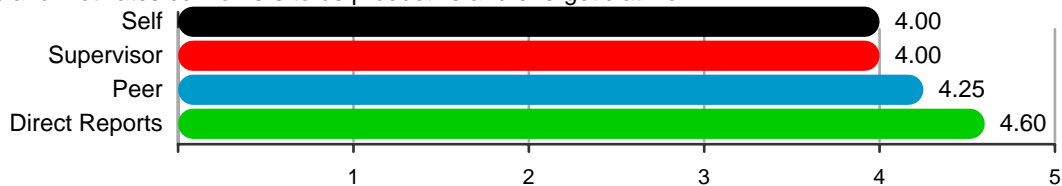
28. Encourages a high-energy, fun work environment and coaches others on how to do the same



29. Stays focused on meeting the needs of customers.



30. Inspires and motivates co-workers to be productive and energetic at work



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).

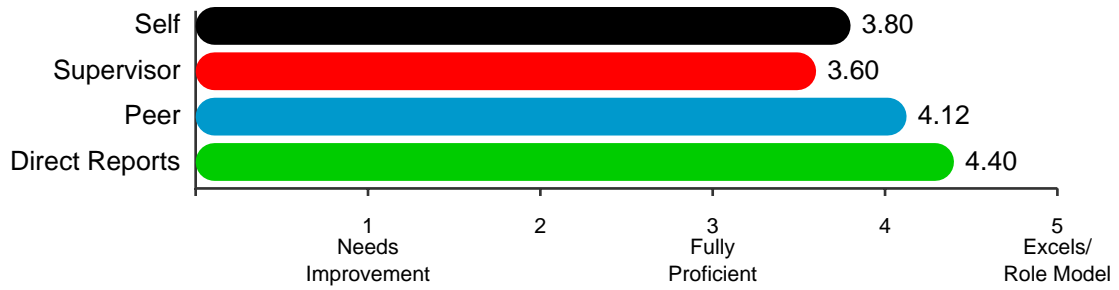
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Helps others when free-time is available.	15	3.67	66.7	20%	13%	47%		20%
27. Works toward achievement of goals even when confronted with obstacles.	15	3.80	73.3	20%	7%	47%		27%
28. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	4.33	86.7	13%		40%		47%
29. Stays focused on meeting the needs of customers.	15	4.67	100.0			33%		67%
30. Inspires and motivates co-workers to be productive and energetic at work	15	4.33	100.0			67%		33%

Comments:

- ___ leads by example in each of the areas noted above.
- She has the desire and effort to get it right and continuously improve self and culture.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- ___ has done a remarkable job managing the department.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.

Excellence

Summary Scores



31. Takes a lot of pride in their work.



32. Can be counted on to add value wherever they are involved.



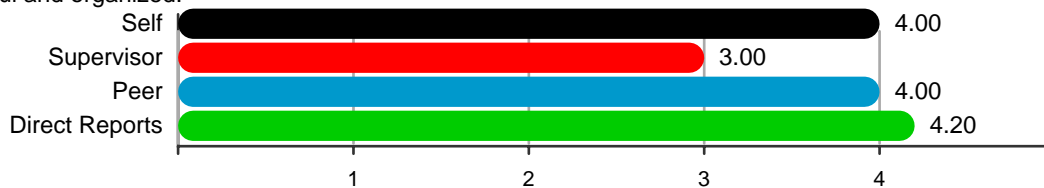
33. Demonstrates the analytical skills to do their job.



34. Produces high quality work.



35. Is planful and organized.



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. Takes a lot of pride in their work.	15	4.07	80.0	20%	53%	27%
32. Can be counted on to add value wherever they are involved.	15	4.47	100.0		53%	47%
33. Demonstrates the analytical skills to do their job.	15	4.13	80.0	20%	47%	33%
34. Produces high quality work.	15	4.13	86.7	13%	60%	27%
35. Is planful and organized.	15	4.00	80.0	20%	60%	20%

Comments:

- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___ is a good leader because she gives examples through her own behavior.

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?

- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- I am impressed with her commitment to task and job knowledge.

What do you like best about working with this individual?

- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Could benefit from increasing awareness on how much influence they have on the department.
- She is very supportive of cross training and learning new skills.
- ___ is a very effective leader and excellent communicator.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- Sometimes you want a little more direction from ___, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.

What do you like least about working with this individual?

- ___ makes great hiring choices. she is clear on what needs to be done.
- Employees were not encouraged to do anything besides come to work.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- I appreciate that my leader keeps her focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.

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

- I will always welcome ___'s direct, honest, caring feedback.
- ___ 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.
- She values our feedback and takes our recommendations seriously.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- She is becoming more comfortable to deliver critical feedback.
- 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.

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

- I feel confident as if she treats us all as equals.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- She involves our team and holds us accountable out of respect.
- Positive energy and a team player.

Any final comments?

- ___ always remains professional in her interactions and I appreciate her direct style of communication.
- I find her to be a stellar asset to our team at [CompanyName].
- She has the desire and effort to get it right and continuously improve self and culture.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- ___ 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.
- She desires to do great work.