



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.

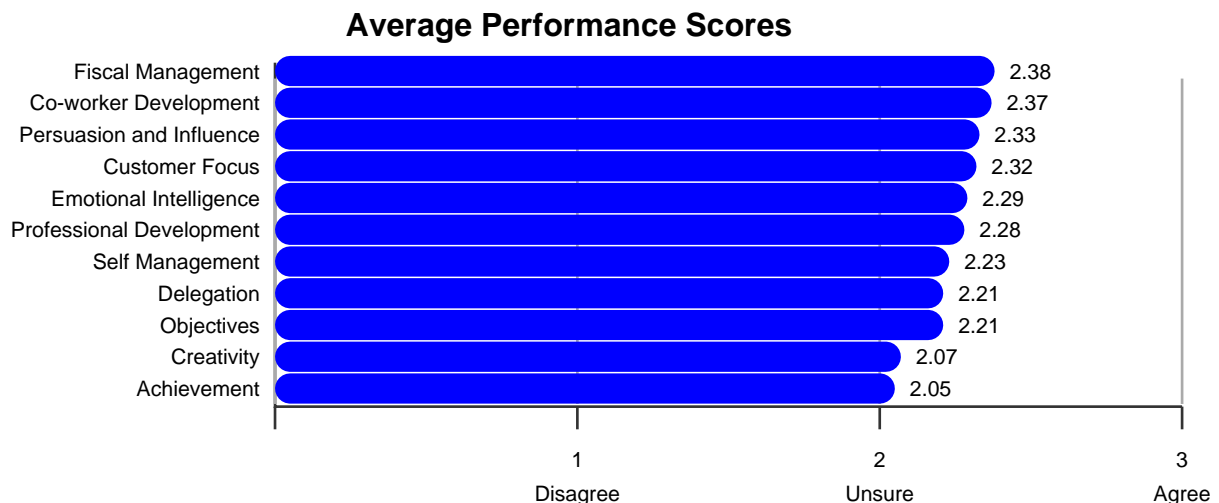
What to Do with Your Feedback

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 11 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.



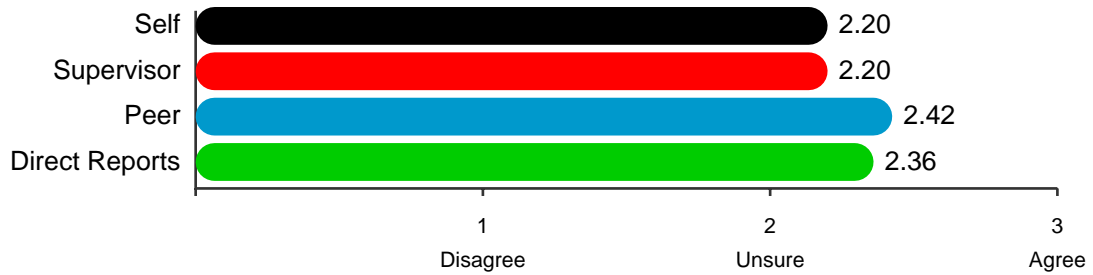
Gap Analysis

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

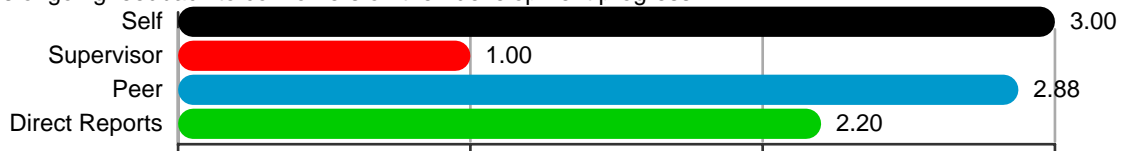
Summary Scores



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



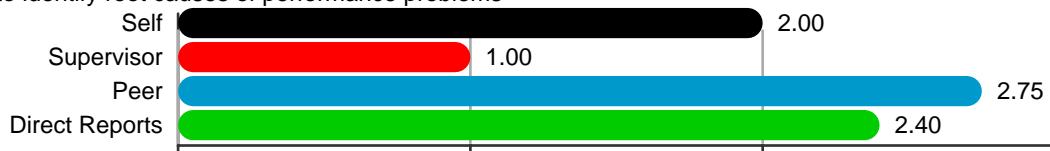
2. Provides ongoing feedback to co-workers on their development progress



3. Takes immediate action on poor performance



4. Works to identify root causes of performance problems



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



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).

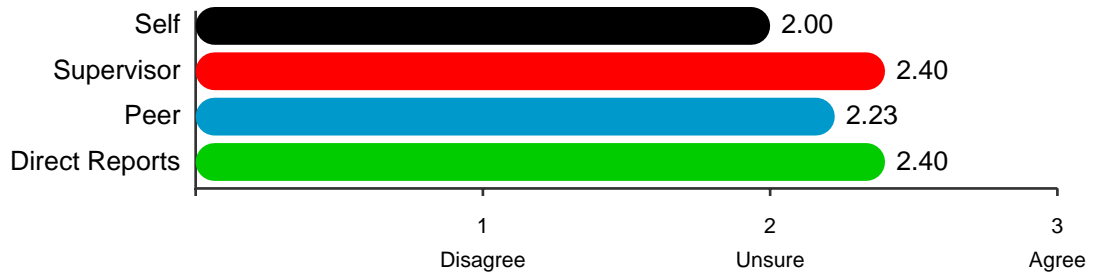
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.27	33.3	7%	60%	33%
2. Provides ongoing feedback to co-workers on their development progress	15	2.53	73.3	20%	7%	73%
3. Takes immediate action on poor performance	15	2.33	40.0	7%	53%	40%
4. Works to identify root causes of performance problems	15	2.47	53.3	7%	40%	53%
5. Gives others development opportunities through project assignments and increased job responsibilities	15	2.27	40.0	13%	47%	40%

Comments:

- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He correctly sets limits, and expectations of his managers.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.

Professional Development

Summary Scores



6. Contributing fully to the extent of their skills



7. Seeks opportunities for continuous learning.



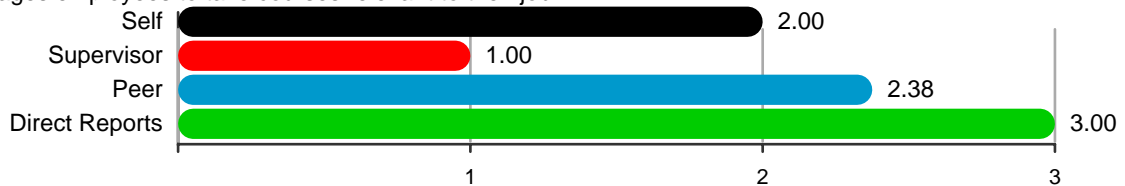
8. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



9. Quickly acquire and apply new knowledge and skills when needed



10. Encourages employees to take courses relevant to their job.



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).

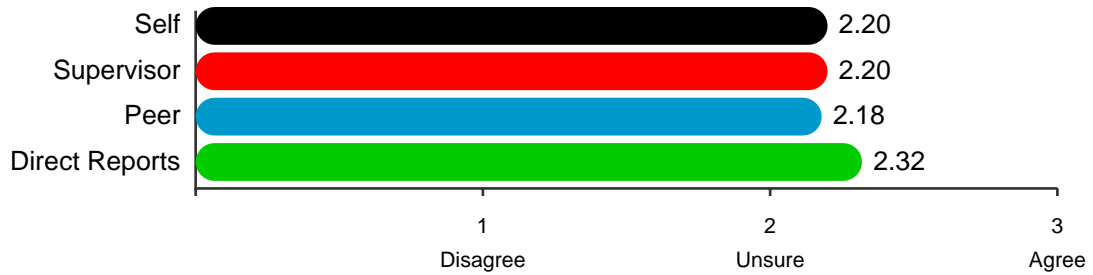
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Contributing fully to the extent of their skills	15	2.13	33.3	20%	47%	33%
7. Seeks opportunities for continuous learning.	15	2.07	26.7	20%	53%	27%
8. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	40.0	7%	53%	40%
9. Quickly acquire and apply new knowledge and skills when needed	15	2.40	53.3	13%	33%	53%
10. Encourages employees to take courses relevant to their job.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- _____ sets high standards for those he works with and expects the same of herself.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.

Self Management

Summary Scores



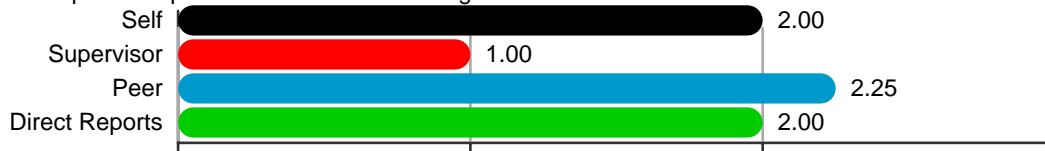
11. Steps away from a situation to process appropriate response.



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



13. Analyzes interpersonal problems instead of reacting to them.



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



15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



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).

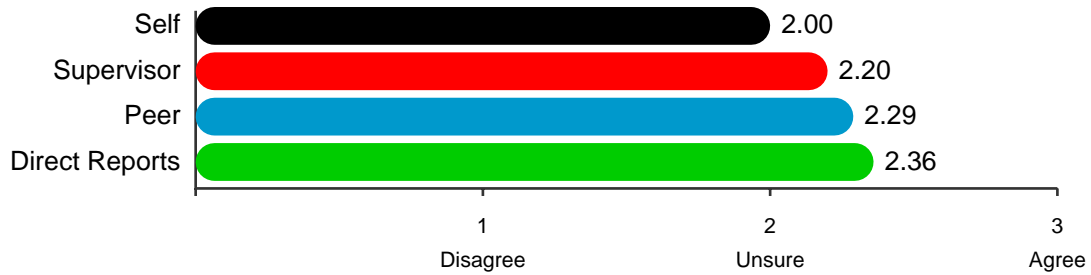
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Steps away from a situation to process appropriate response.	15	2.33	40.0	7%	53%	40%
12. Uses patience and self-control in working with customers and associates.	15	2.07	20.0	13%	67%	20%
13. Analyzes interpersonal problems instead of reacting to them.	15	2.07	26.7	20%	53%	27%
14. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.27	40.0	13%	47%	40%
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	14	2.43	50.0	7%	43%	50%

Comments:

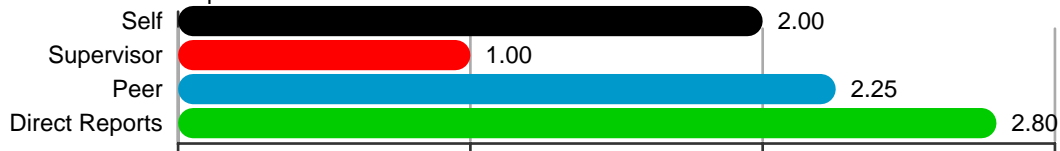
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- Confidence, Attitude, Desire to learn.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- I appreciate his commitment in this area.

Emotional Intelligence

Summary Scores



16. Able to understand others' points of view.



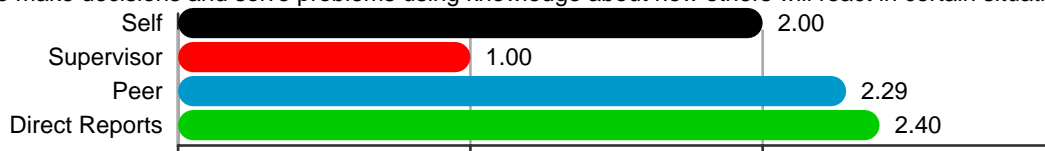
17. Is able to express themselves clearly.



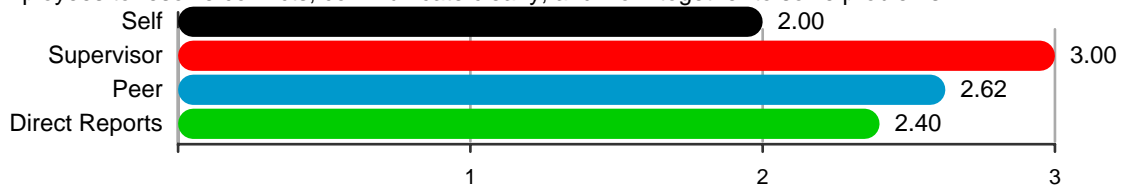
18. Accurately perceives the emotional reactions of others.



19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



20. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



Level of Skill

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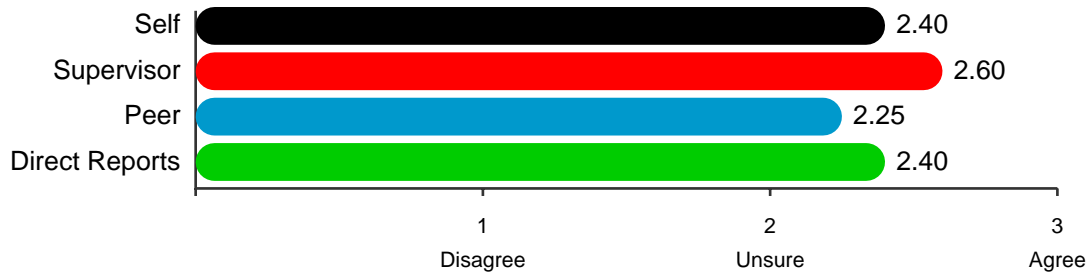
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Able to understand others' points of view.	15	2.33	46.7	13%	40%	47%
17. Is able to express themselves clearly.	15	2.33	40.0	7%	53%	40%
18. Accurately perceives the emotional reactions of others.	14	2.00	14.3	14%	71%	14%
19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	2.21	42.9	21%	36%	43%
20. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has an impressive vision for the company.
- _____ has a strong knowledge base and willingly shares information.
- _____ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.

Persuasion and Influence

Summary Scores



21. Able to express own goals and needs.



22. Has excellent influencing/negotiating skills.



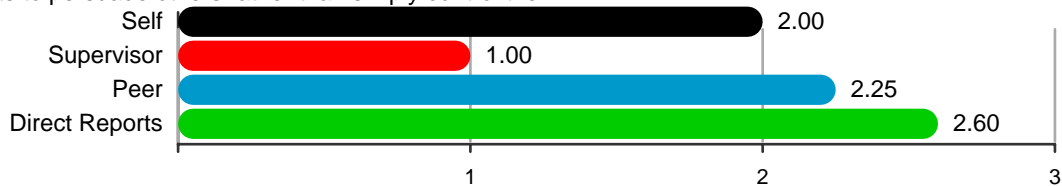
23. Persuades others to consider alternative points of view.



24. Ensures stakeholders are involved in the decision making process.



25. Attempts to persuade others rather than simply control them.



Level of Skill

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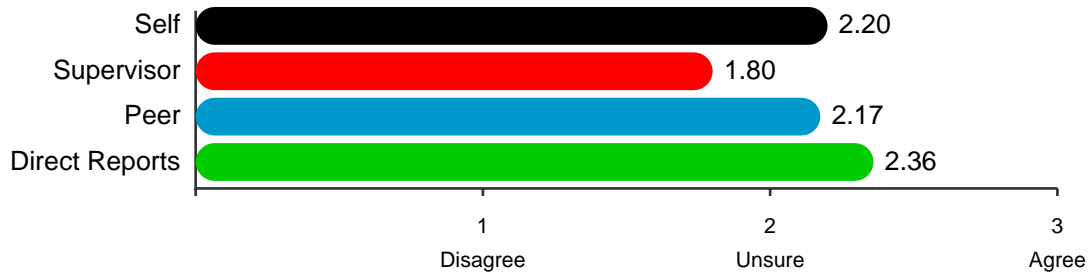
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Able to express own goals and needs.	15	2.60	66.7	7%	27%	67%
22. Has excellent influencing/negotiating skills.	15	2.33	40.0	7%	53%	40%
23. Persuades others to consider alternative points of view.	15	2.07	20.0	13%	67%	20%
24. Ensures stakeholders are involved in the decision making process.	15	2.40	53.3	13%	33%	53%
25. Attempts to persuade others rather than simply control them.	15	2.27	53.3	27%	20%	53%

Comments:

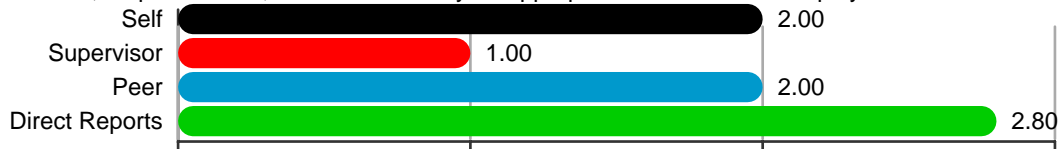
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- Stay focused more on the agenda for meetings.
- 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.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.

Delegation

Summary Scores



26. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



27. Sets clear and reasonable expectations for others and follows through on their progress.



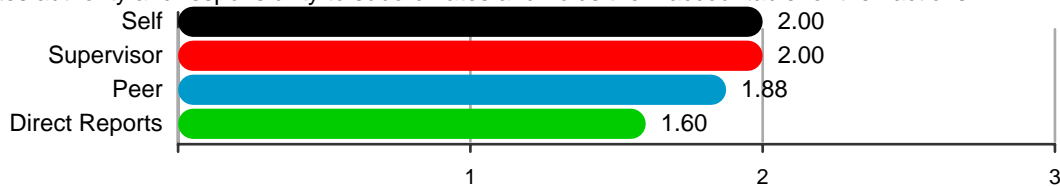
28. Defines the roles, responsibilities, required actions, and deadlines for team members.



29. Allows employees to decide how they wish to complete the tasks.



30. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



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).

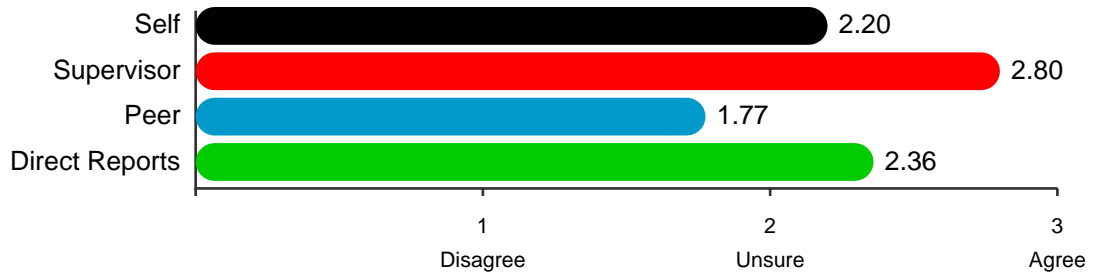
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	2.20	33.3	13%	53%	33%
27. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.00	26.7	27%	47%	27%
28. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.47	53.3	7%	40%	53%
29. Allows employees to decide how they wish to complete the tasks.	15	2.60	60.0		40%	60%
30. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	1.80	13.3	33%	53%	13%

Comments:

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- _____ is determined to help make [CompanyName] successful.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- He is very effective.

Creativity

Summary Scores



31. Is creative and inspirational.



32. Creates a lot of new ideas.



33. Develops solutions to challenging problems.



34. Conceives, implements and evaluates ideas.



35. Is creative.



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).

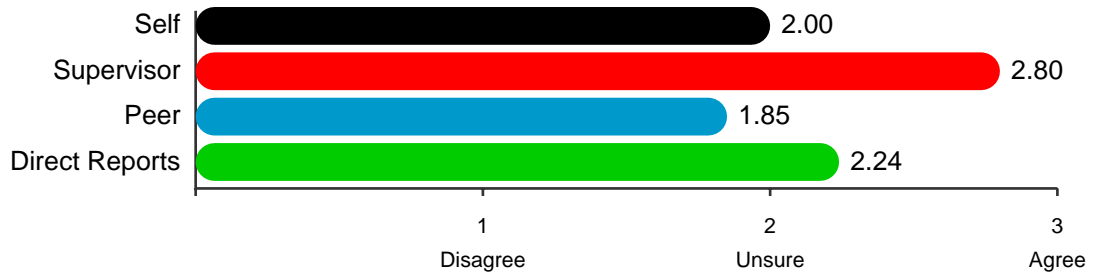
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Is creative and inspirational.	15	2.13	33.3	20%	47%	33%
32. Creates a lot of new ideas.	15	2.13	33.3	20%	47%	33%
33. Develops solutions to challenging problems.	15	2.07	33.3	27%	40%	33%
34. Conceives, implements and evaluates ideas.	15	2.13	26.7	13%	60%	27%
35. Is creative.	15	1.87	20.0	33%	47%	20%

Comments:

- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- _____ is a strong advocate for both the customer and staff.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- Communicate regularly with the whole company, not just one department.
- He has the ability to look at the system as a whole and make solid long range decisions.

Achievement

Summary Scores



36. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.



37. Systematically works to improve the organization



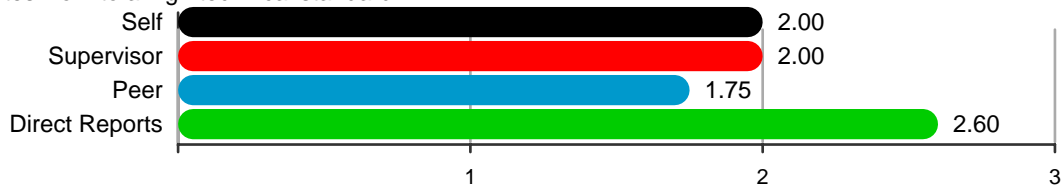
38. Follows-up and takes action when goals are not met to ensure better results in the future.



39. Takes immediate action of projects fall behind schedule.



40. Completes work to a high technical standard



Level of Skill

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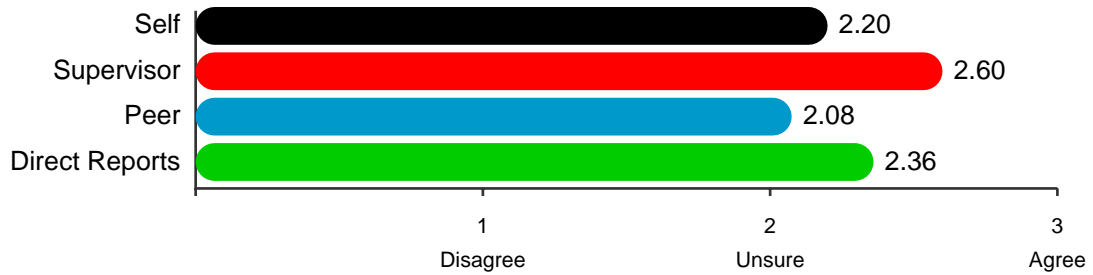
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	1.87	20.0	33%	47%	20%
37. Systematically works to improve the organization	15	1.93	13.3	20%	67%	13%
38. Follows-up and takes action when goals are not met to ensure better results in the future.	15	2.07	33.3	27%	40%	33%
39. Takes immediate action of projects fall behind schedule.	15	2.33	33.3		67%	33%
40. Completes work to a high technical standard	15	2.07	33.3	27%	40%	33%

Comments:

- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- He makes me feel like an important and valued team member.
- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his 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.

Objectives

Summary Scores



41. Encourages me to take on greater responsibility.



42. Assures [Company] principles are understood, employed & pursued.



43. Establishes goals and objectives.



44. Able to organize work.



45. Sets long-term and short-term goals.



Level of Skill

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

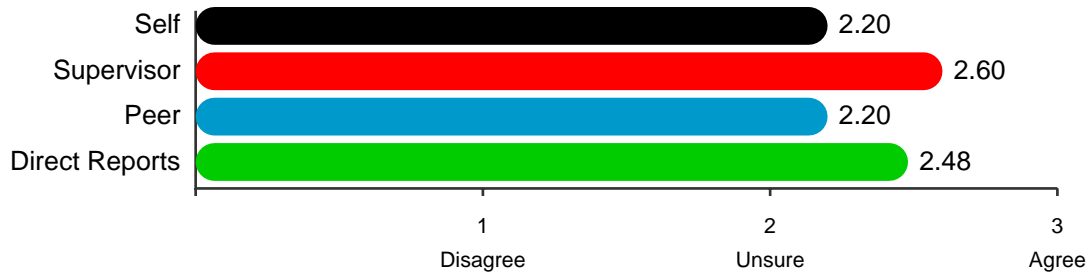
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Encourages me to take on greater responsibility.	15	2.00	26.7	27%	47%	27%
42. Assures [Company] principles are understood, employed & pursued.	15	2.13	33.3	20%	47%	33%
43. Establishes goals and objectives.	15	2.20	40.0	20%	40%	40%
44. Able to organize work.	15	2.20	26.7	7%	67%	27%
45. Sets long-term and short-term goals.	15	2.53	60.0	7%	33%	60%

Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- Good leadership style.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- he understands where our opportunities for savings in the employee benefits plan may be.
- He is such a model for leaders throughout our organization.
- Has good intentions, but follow through needs more work.

Customer Focus

Summary Scores



46. ...friendliness and courtesy



47. Consistently models positive customer service attitudes.



48. Develops good rapport and trust with the customer.



49. Does not hesitate to address customer concerns or complaints.



50. Maintains positive customer relationships.



Level of Skill

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

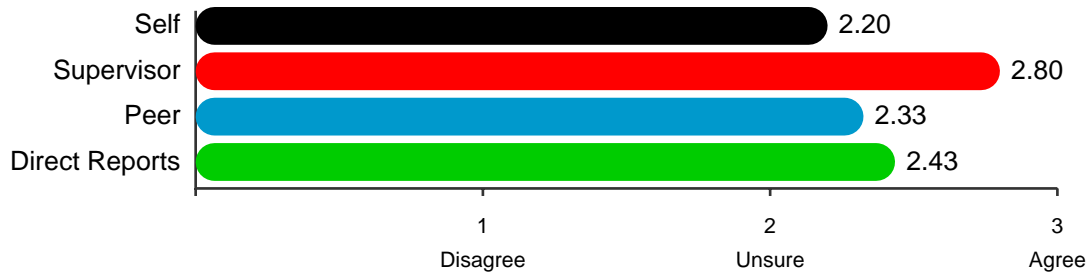
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. ...friendliness and courtesy	15	2.27	26.7		73%	27%
47. Consistently models positive customer service attitudes.	15	2.13	26.7	13%	60%	27%
48. Develops good rapport and trust with the customer.	15	2.40	40.0		60%	40%
49. Does not hesitate to address customer concerns or complaints.	15	2.47	46.7		53%	47%
50. Maintains positive customer relationships.	15	2.33	46.7	13%	40%	47%

Comments:

- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- _____ has been eager to learn his new position and is transitioning well.

Fiscal Management

Summary Scores



51. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



52. Monitors expenses and verifies the need for items purchased.



53. Develops of the department's annual budget.



54. Effective in using Company's resources.



55. Ensures others follow the correct rules and regulations on fiscal matters.



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
51. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	14	2.21	28.6	7%	64%	29%
52. Monitors expenses and verifies the need for items purchased.	14	2.29	42.9	14%	43%	43%
53. Develops of the department's annual budget.	15	2.53	53.3		47%	53%
54. Effective in using Company's resources.	15	2.47	46.7		53%	47%
55. Ensures others follow the correct rules and regulations on fiscal matters.	15	2.40	40.0		60%	40%

Comments:

- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- Always steps up if help is needed.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- Could benefit from increasing awareness on how much influence they have on the department.
- He strives for self improvement and is heavily invested in the same for others.

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 consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- He provided coaching and support to improve this individual's performance.
- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

What do you like best about working with this individual?

- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- I can depend on him with whatever is needed.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leads and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- _____ is the best employee the department has employed.

What do you like least about working with this individual?

- He has hired good people, and developed strong relationship's with finance.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Needs to have more face-to-face communications with other employees in the company.
- He is such a positive person and always willing to pitch in where help is needed.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- _____ is by far a leader in the service area.

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

- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- He works diligently with our supplier to ensure the inventory is cost effective.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- _____ routinely goes out of his way to make work a more engaging experience.
- Completes variance analysis and identifies corrective actions.

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

- _____ is by far a leader in the service area.
- His communication style can also come across as very directive at times to peers and subordinates.
- 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.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- He encourages staff skill development and input to improve department processes

Any final comments?

- Provide more clarity. Increase your technical knowledge.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- _____'s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.