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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.

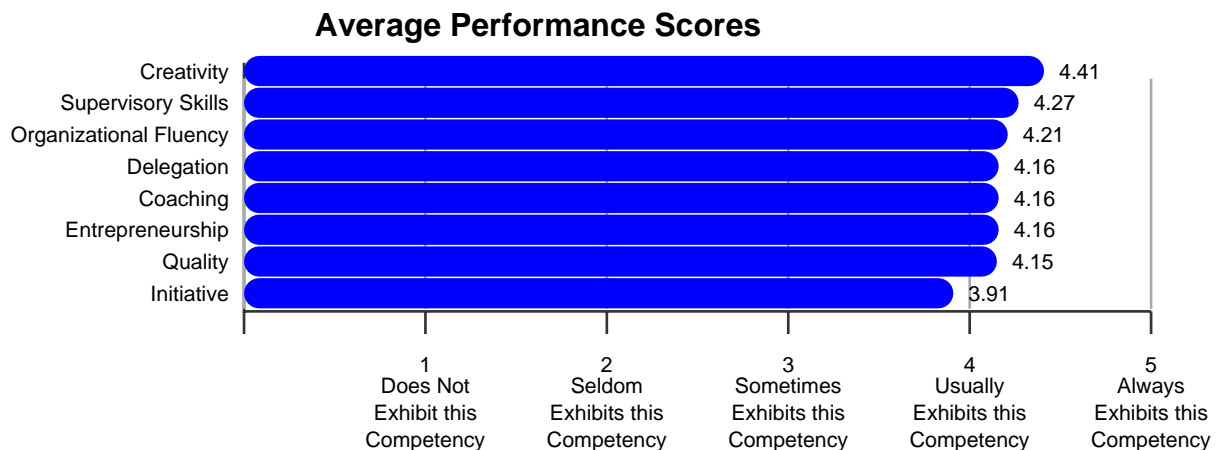
## What to Do with Your Feedback

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

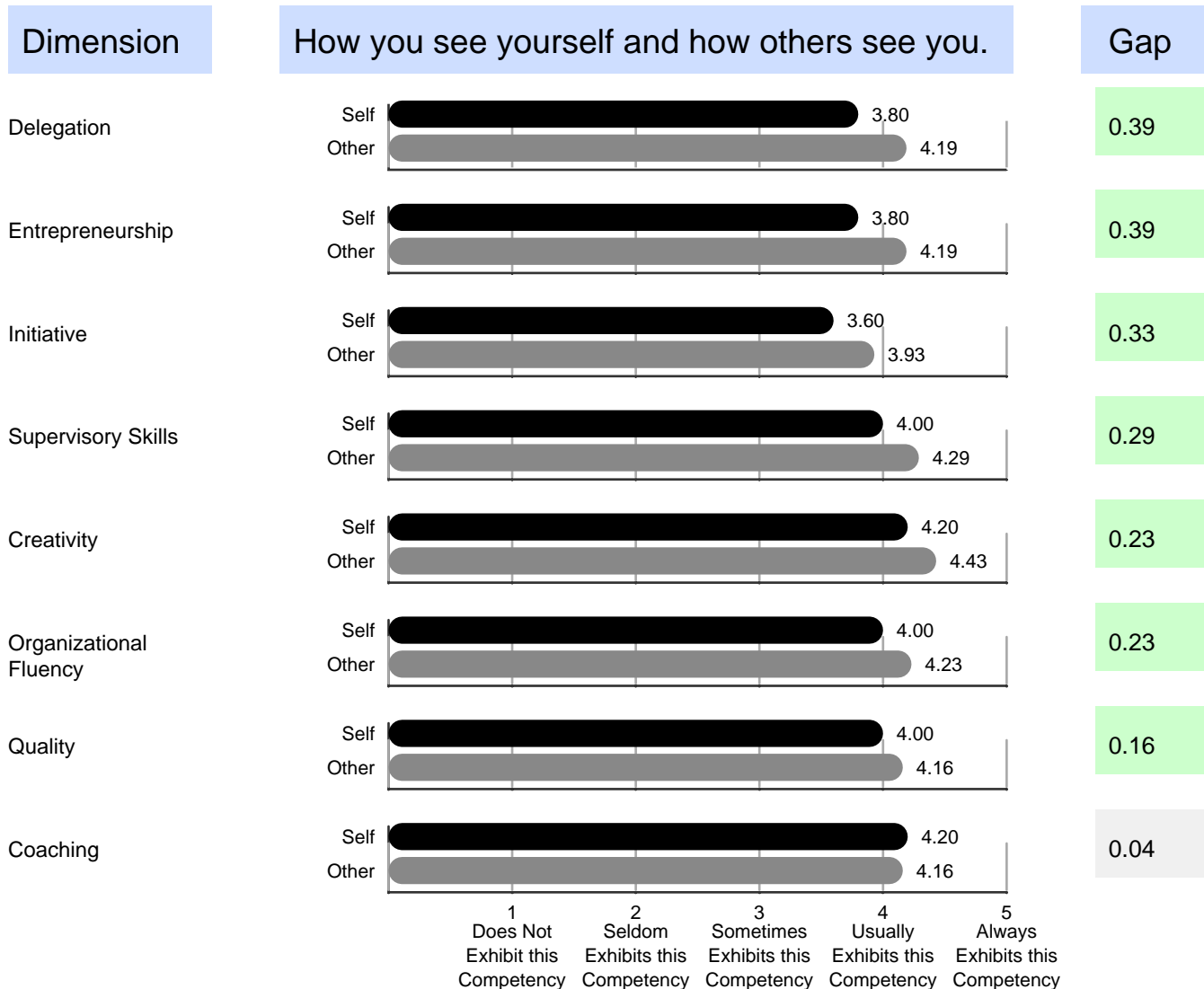
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



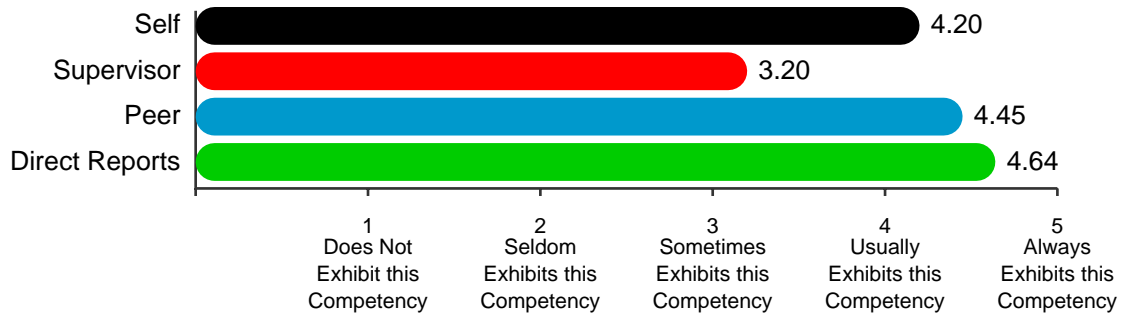
# Gap Analysis

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.



# Creativity

## Summary Scores



### 1. Develops solutions to challenging problems.



### 2. Creates a lot of new ideas.



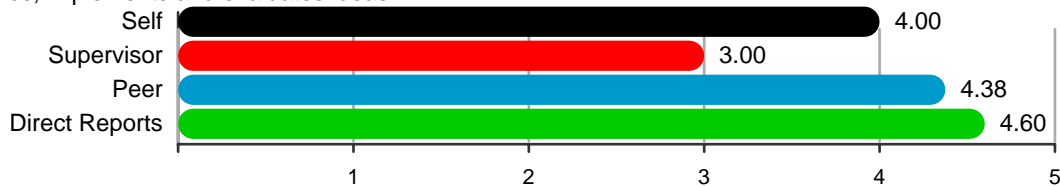
### 3. Inspires creativity in their team.



### 4. Adds value to the department/organization.



### 5. Conceives, implements and evaluates ideas.



### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

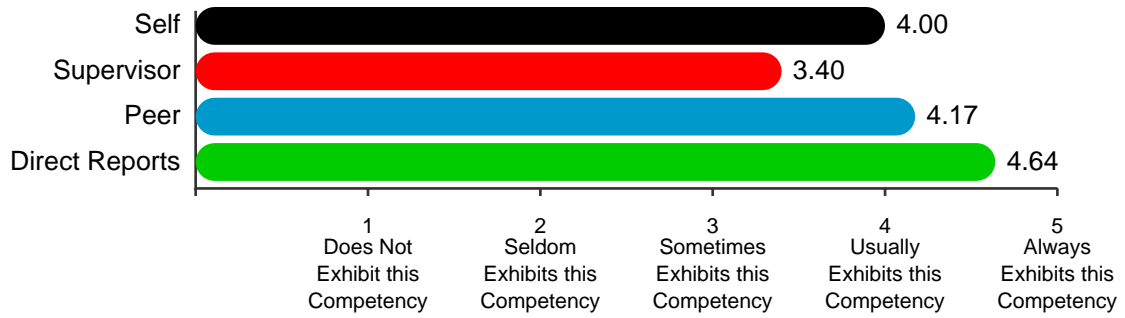
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Develops solutions to challenging problems.	15	4.20	93.3	7%		67%		27%
2. Creates a lot of new ideas.	15	4.87	100.0		13%		87%	
3. Inspires creativity in their team.	15	4.27	93.3	7%		60%		33%
4. Adds value to the department/organization.	15	4.40	86.7	13%		33%		53%
5. Conceives, implements and evaluates ideas.	15	4.33	93.3	7%		53%		40%

Comments:

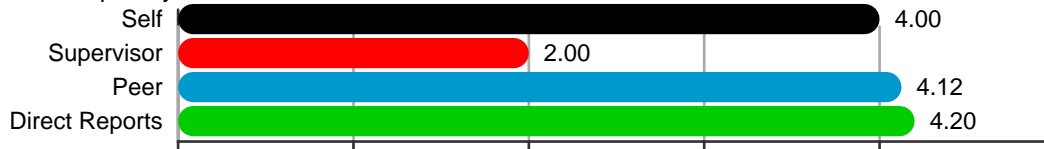
- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- More opportunities to share knowledge with the team.
- I think \_\_\_\_\_ works really hard to engage with everyone of us.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- \_\_\_\_\_ 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].
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.

# Supervisory Skills

## Summary Scores



### 6. Treats all staff equitably.



### 7. Encourages employees to achieve their full potential.



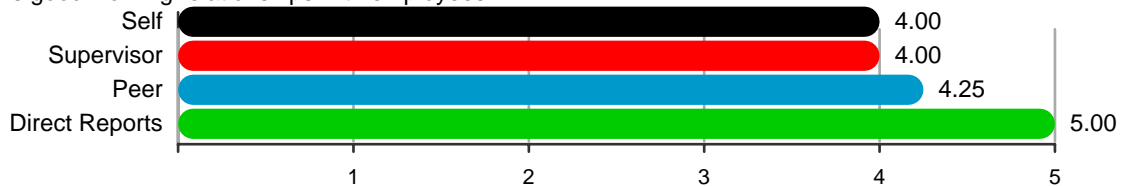
### 8. Resolves personnel problems quickly and effectively.



### 9. Delegates effectively.



### 10. Maintains good working relationships with employees.



## Level of Skill

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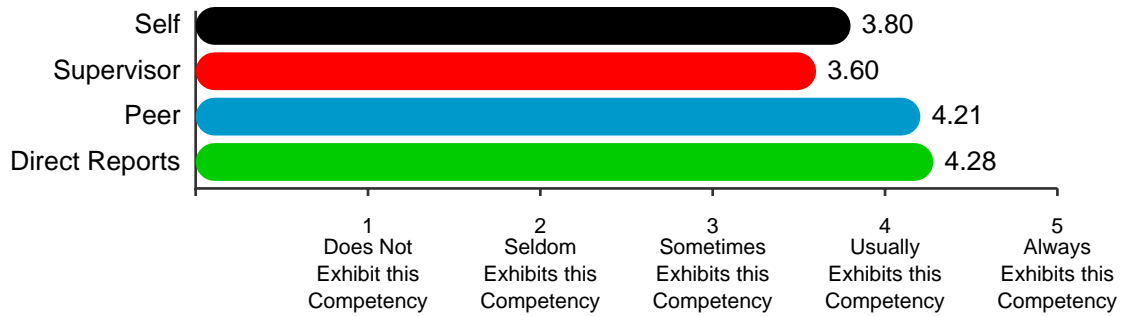
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Treats all staff equitably.	15	4.00	80.0	7%	13%	53%	27%	
7. Encourages employees to achieve their full potential.	15	4.07	80.0		20%	53%	27%	
8. Resolves personnel problems quickly and effectively.	15	4.33	93.3	7%	47%		47%	
9. Delegates effectively.	15	4.47	93.3	7%	40%		53%	
10. Maintains good working relationships with employees.	15	4.47	93.3	7%	40%		53%	

### 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.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- He quickly addresses any challenges that may arise.
- He is well respected.

# Delegation

## Summary Scores



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



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



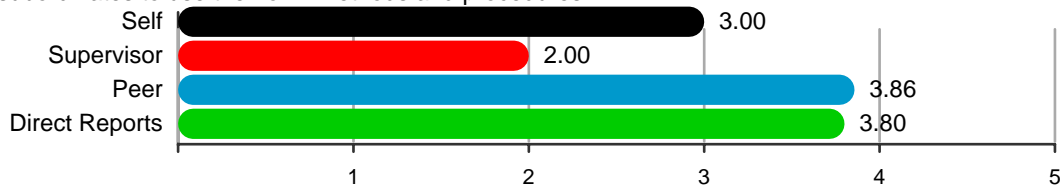
13. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



14. Assigns tasks to create learning opportunities for the employees.



15. Allows subordinates to use their own methods and procedures.





## Level of Skill

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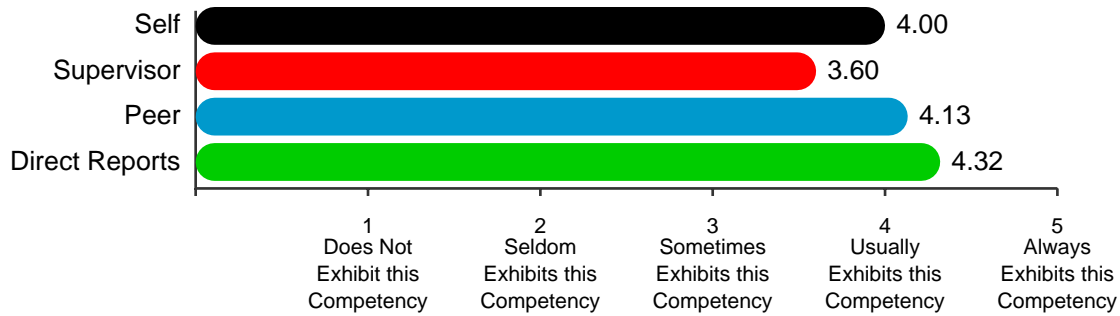
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Allows employees to decide how they wish to complete the tasks.	15	4.60	100.0			40%	60%	
12. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.27	100.0			73%		27%
13. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.33	100.0			67%		33%
14. Assigns tasks to create learning opportunities for the employees.	15	3.93	73.3	27%		53%		20%
15. Allows subordinates to use their own methods and procedures.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_\_\_ makes a concerted effort to ensure that the right people are in the right jobs.
- He often involves his team in decision making and to determine how to achieve outcomes.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- \_\_\_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- In every interaction that I have had with \_\_\_\_\_, I have found him to be professional, reliable, and engaged in the process.

# Quality

## Summary Scores



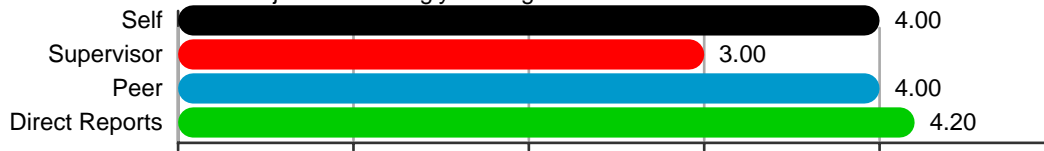
16. Always strives to produce the highest quality work products.



17. Encourages employees to produce the best quality products.



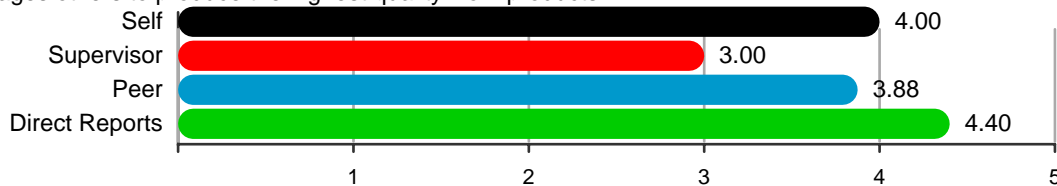
18. Analyze what occurred and re-adjusts accordingly when goals are not met.



19. Encourages others to achieve high quality standards.



20. Encourages others to produce the highest quality work products.



### Level of Skill

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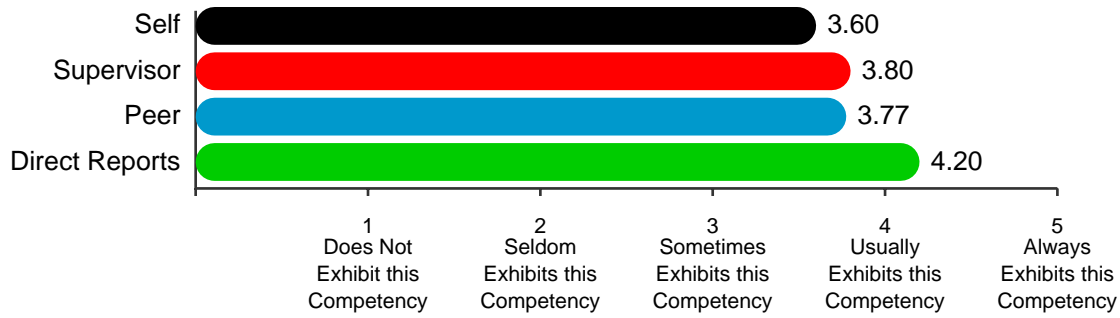
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Always strives to produce the highest quality work products.	15	4.33	86.7	13%	40%	47%		
17. Encourages employees to produce the best quality products.	15	4.27	93.3	7%	60%	33%		
18. Analyze what occurred and re-adjusts accordingly when goals are not met.	14	4.00	92.9	7%	86%	7%		
19. Encourages others to achieve high quality standards.	14	4.14	85.7	7%	7%	50%	36%	
20. Encourages others to produce the highest quality work products.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- I think 16 & 17 relate in the sense that I believe \_\_\_\_\_ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- \_\_\_\_\_ is smart, detailed and committed. I appreciate having his on our team.
- He can always be counted on to do what he commits to.
- \_\_\_\_\_ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- Additional feedback and communication.

# Initiative

## Summary Scores



### 21. Takes action without being asked.



### 22. Prepares for unexpected contingencies.



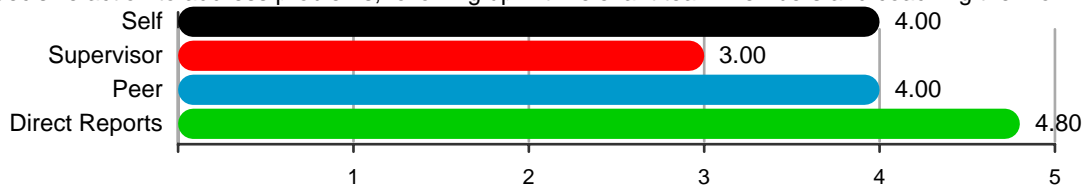
### 23. Seeks and utilizes opportunities for continuous learning and self-development.



### 24. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



### 25. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



## Level of Skill

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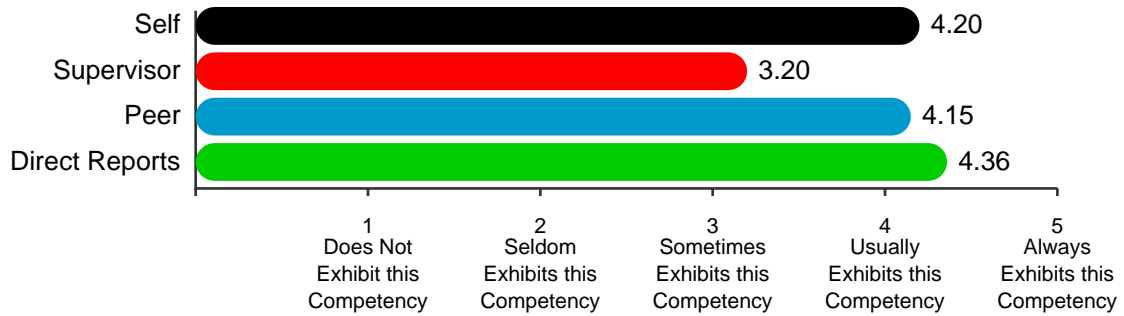
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Takes action without being asked.	15	4.00	66.7	13%	20%	20%	47%	
22. Prepares for unexpected contingencies.	15	3.47	53.3	13%	33%	47%	7%	
23. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.60	66.7	13%	20%	60%	7%	
24. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.27	86.7	7%	7%	40%	47%	
25. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

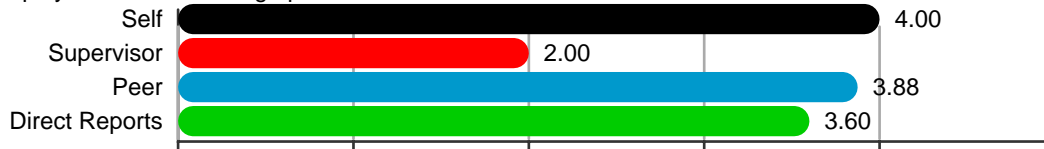
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- He truly is the best Manager I have ever had.
- Delegates often with little to no direction.
- He sometimes comes off as confused about organizational/operational direction.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- Although I have only reported to \_\_\_\_\_ for a couple of months, the quality of my work life" has improved greatly.

# Coaching

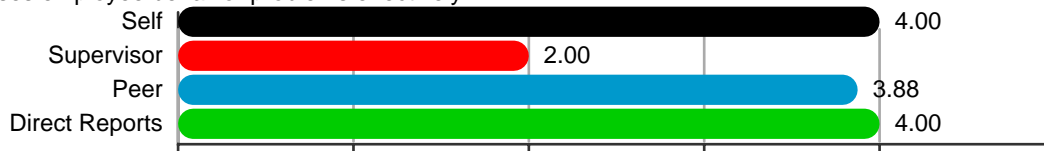
## Summary Scores



26. Helps employees to maintain high personal standards.



27. Addresses employee behavior problems effectively.



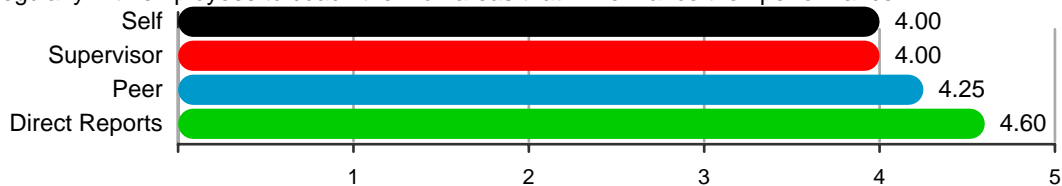
28. Conducts regular performance appraisals and feedback.



29. Develops the skills and capabilities of others.



30. Meets regularly with employees to coach them on areas that will enhance their performance



### Level of Skill

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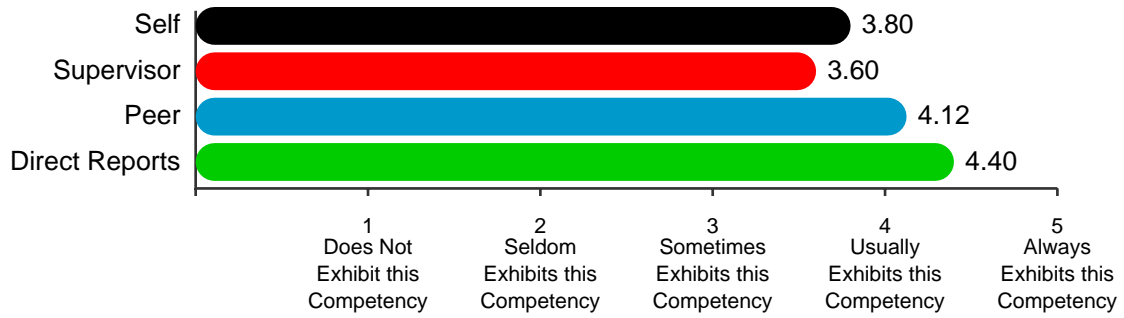
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Helps employees to maintain high personal standards.	15	3.67	66.7	20%	13%	47%	20%	
27. Addresses employee behavior problems effectively.	15	3.80	73.3	20%	7%	47%	27%	
28. Conducts regular performance appraisals and feedback.	15	4.33	86.7		13%	40%	47%	
29. Develops the skills and capabilities of others.	15	4.67	100.0			33%	67%	
30. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.33	100.0			67%	33%	

Comments:

- Having had minimal interaction with \_\_\_\_\_'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- \_\_\_\_\_ continues to be a wonderful boss and mentor.
- He provided coaching and support to improve this individual's performance.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ exemplifies all of these qualities.
- \_\_\_\_\_ always goes above and beyond in his daily work.

# Entrepreneurship

## Summary Scores



### 31. Encourages dynamic growth opportunities.



### 32. Devotes a certain amount of time and effort to developing new business opportunities.



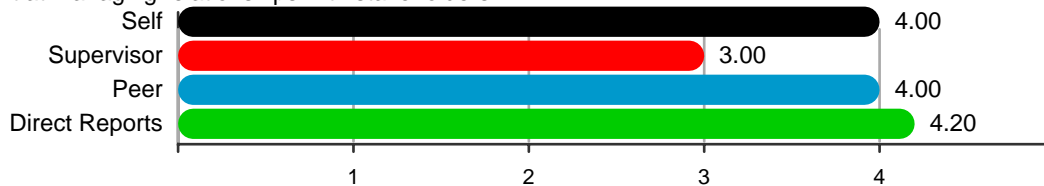
### 33. Balances risks and rewards when making decisions.



### 34. Maintains a high level of energy to respond to demands of the job.



### 35. Excellent at managing relationships with stakeholders.





## Level of Skill

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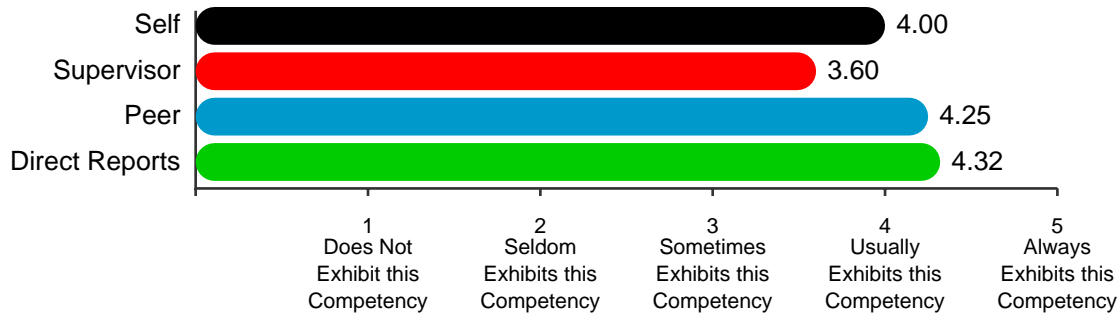
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Encourages dynamic growth opportunities.	15	4.07	80.0	20%		53%		27%
32. Devotes a certain amount of time and effort to developing new business opportunities.	15	4.47	100.0		53%		47%	
33. Balances risks and rewards when making decisions.	15	4.13	80.0	20%		47%		33%
34. Maintains a high level of energy to respond to demands of the job.	15	4.13	86.7	13%		60%		27%
35. Excellent at managing relationships with stakeholders.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_\_\_ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- Good Team Player! Good decision making skills. A hard worker.
- \_\_\_\_\_ did a great job with the new employee program development and he should be proud of his accomplishments.
- At times I feel like \_\_\_\_\_ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.

# Organizational Fluency

## Summary Scores



36. Able to use corporate politics to advance department objectives.



37. Gets things done through the department.



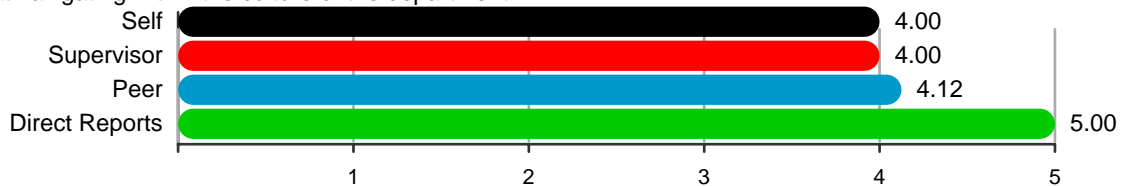
38. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



39. Able to deal with sensitive issues with tact and professionalism.



40. Adept at navigating within the culture of the department.



### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Able to use corporate politics to advance department objectives.	15	4.33	100.0			67%		33%
37. Gets things done through the department.	15	3.93	80.0	13%	7%	53%		27%
38. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.27	86.7		13%	47%		40%
39. Able to deal with sensitive issues with tact and professionalism.	15	4.13	86.7		13%	60%		27%
40. Adept at navigating within the culture of the department.	15	4.40	93.3		7%	47%		47%

Comments:

- \_\_\_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- He is such a model for leaders throughout our organization.
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and too the point.
- I appreciate his receptiveness and openness and his sense of humor.
- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- He continues to be a shining example to his team especially in process improvement and professional growth.

## Comments

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

### What would help make you a more effective leader?

- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- 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.
- He is respectful of the people he works with regardless of the level in the organization.
- 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.
- There are two items above that will be part of my goals for the coming year.
- \_\_\_\_\_ is a valued member of the department.

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

- \_\_\_\_\_ provides the appropriate amount of direction without being too hands-off or overbearing.
- On occasion \_\_\_\_\_'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- Don't work with him enough to observe the vast majority of these items.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads by example.
- There is apprehension with all the changes, but still a lot of engagement and positivity.

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

- \_\_\_\_\_ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with \_\_\_\_\_ for many years.
- I appreciate \_\_\_\_\_'s willingness to share his knowledge with our team.
- \_\_\_\_\_'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- I work with \_\_\_\_\_ regularly and see his interactions with other leaders frequently.
- \_\_\_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- \_\_\_\_\_ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.

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

- \_\_\_\_\_ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- He takes the time to explain to staff the rationale of changes being made.
- \_\_\_\_\_ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- When I bring a problem to \_\_\_\_\_ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Each member feels they are a part of the team and knows their contribution is valued.
- He will sit down with all parties involved before he makes a decision.

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

- \_\_\_\_\_ is very reliable, respectful and ethical in his leadership.
- \_\_\_\_\_ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that \_\_\_\_\_'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- \_\_\_\_\_ does an excellent job in his role.
- \_\_\_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

### Any final comments?

- \_\_\_\_\_ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- When \_\_\_\_\_ was tapped for the VP position I was very pleased as he was a very good director.
- More opportunities to share knowledge with the team.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- \_\_\_\_\_ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.