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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

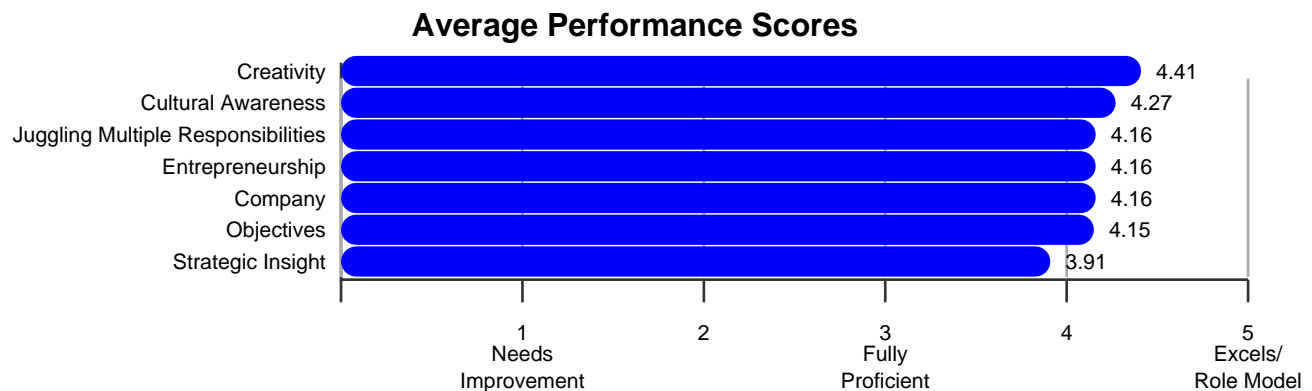
## What to Do with Your Feedback

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

# Summary

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

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



## Gap Analysis

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



# Creativity

## Summary Scores



### 1. Is creative.



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



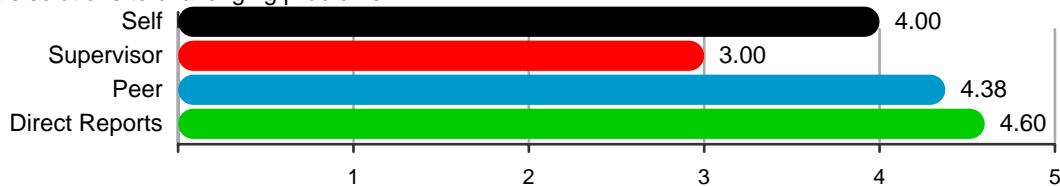
### 3. Inspires creativity in their team.



### 4. Is creative and inspirational.



### 5. Develops solutions to challenging problems.



## 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).

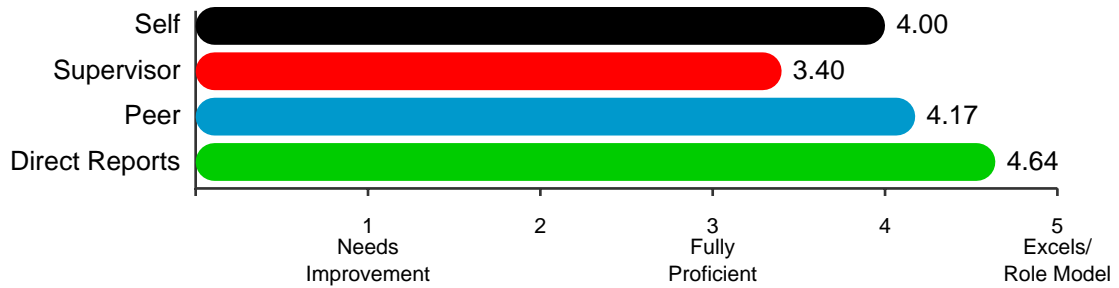
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Is creative.	15	4.20	93.3	7%	67%	27%
2. Adds value to the department/organization.	15	4.87	100.0	13%	87%	
3. Inspires creativity in their team.	15	4.27	93.3	7%	60%	33%
4. Is creative and inspirational.	15	4.40	86.7	13%	33%	53%
5. Develops solutions to challenging problems.	15	4.33	93.3	7%	53%	40%

### Comments:

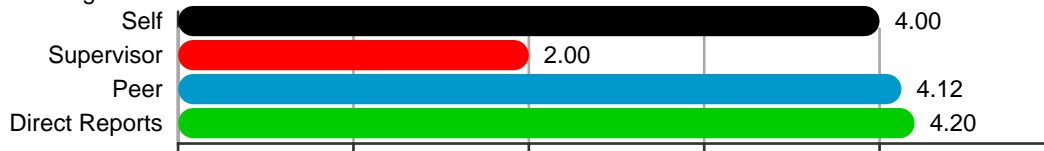
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- I appreciate that \_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I appreciate the honest evaluative feedback \_\_\_ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- \_\_\_ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.

# Cultural Awareness

## Summary Scores



### 6. Seeks knowledge and information about other cultures.



### 7. Is responsive to individuals from other cultures.



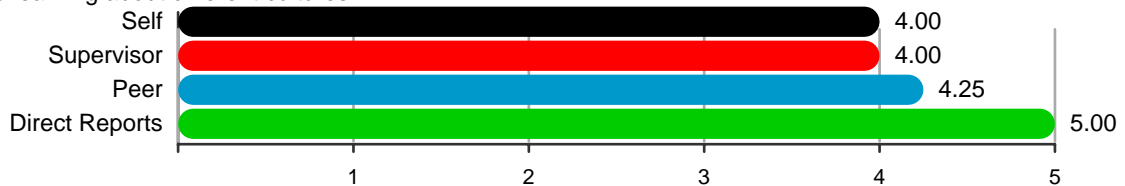
### 8. Participates in cultural training sessions/classes.



### 9. Is curious and willing to ask questions about the cultural differences in the workplace.



### 10. Open to learning about different cultures.



## Level of Skill

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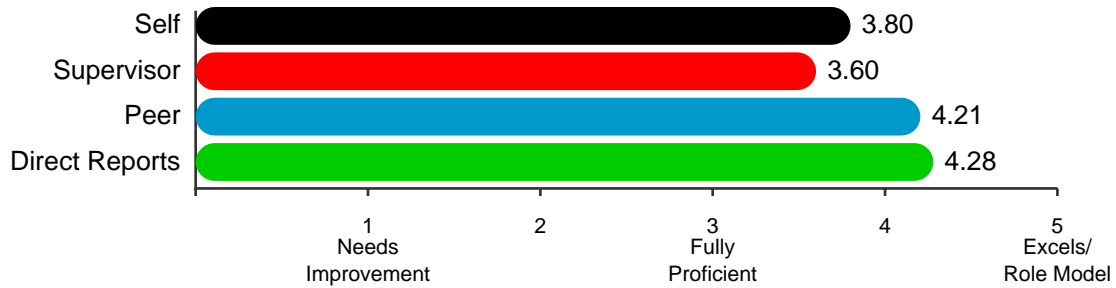
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Seeks knowledge and information about other cultures.	15	4.00	80.0	7%	13%	53%		27%
7. Is responsive to individuals from other cultures.	15	4.07	80.0		20%	53%		27%
8. Participates in cultural training sessions/classes.	15	4.33	93.3	7%		47%		47%
9. Is curious and willing to ask questions about the cultural differences in the workplace.	15	4.47	93.3	7%		40%		53%
10. Open to learning about different cultures.	15	4.47	93.3	7%		40%		53%

### Comments:

- \_\_\_ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- \_\_\_ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_ has confidence that the work will be done well.
- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- \_\_\_ is committed to our organization and leads by example.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.

# Juggling Multiple Responsibilities

## Summary Scores



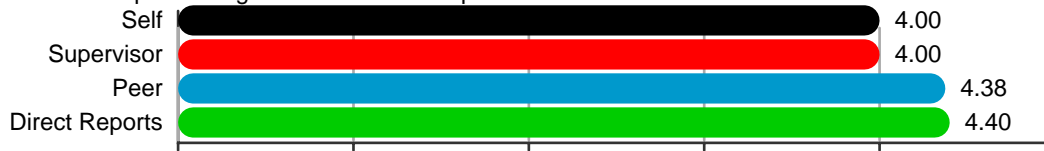
11. Ranks the importance of tasks to make sure critical tasks are completed first.



12. Assesses current capabilities before committing to new requests from customers.



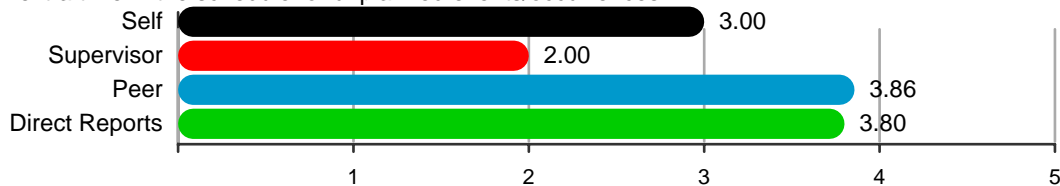
13. Can multitask while performing all of their other responsibilities and activities.



14. Ensures that assignments are prioritized according to the needs of the department/company.



15. Builds in extra time in the schedule for unplanned events/occurrences.





## Level of Skill

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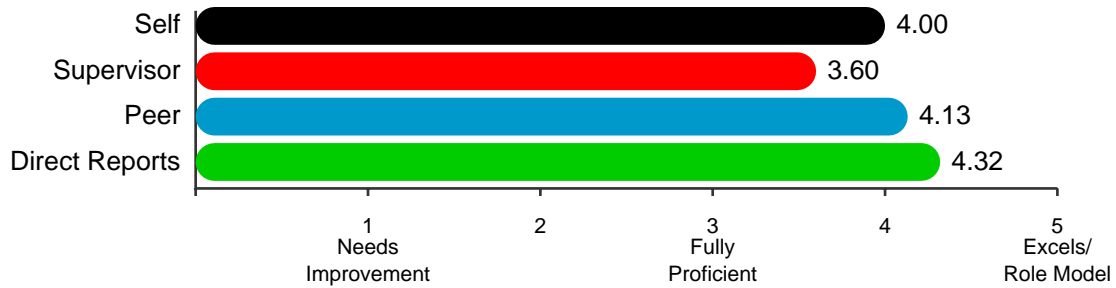
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Ranks the importance of tasks to make sure critical tasks are completed first.	15	4.60	100.0	40%	60%	
12. Assesses current capabilities before committing to new requests from customers.	15	4.27	100.0	73%	27%	
13. Can multitask while performing all of their other responsibilities and activities.	15	4.33	100.0	67%	33%	
14. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.93	73.3	27%	53%	20%
15. Builds in extra time in the schedule for unplanned events/occurrences.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_ exceeds in above in all she does.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- She communicates clearly, and is always willing to listen attentively.
- Is very upbeat and quick to contribute to the team.
- She has integrity, dependability, and a desire to constantly improve.
- She is a natural and perfect fit for the CFO position.

# Objectives

## Summary Scores



16. Works toward achieving established goals and objectives.



17. Communicates goals and objectives to employees.



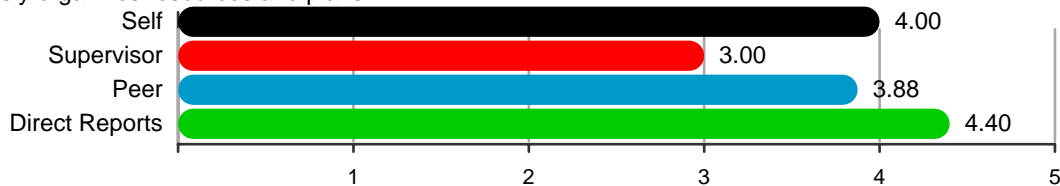
18. Consistently provides me with timely feedback for improving my performance.



19. Ability to establish realistic goals.



20. Effectively organizes resources and plans



## Level of Skill

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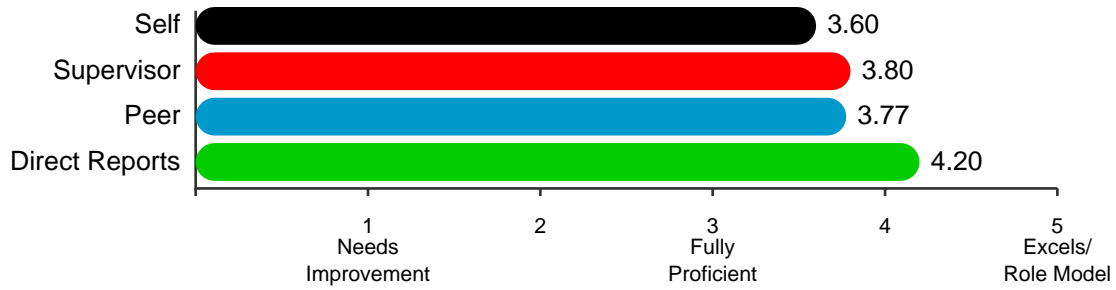
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Works toward achieving established goals and objectives.	15	4.33	86.7	13%		40%	47%
17. Communicates goals and objectives to employees.	15	4.27	93.3	7%		60%	33%
18. Consistently provides me with timely feedback for improving my performance.	14	4.00	92.9	7%		86%	7%
19. Ability to establish realistic goals.	14	4.14	85.7	7%	7%	50%	36%
20. Effectively organizes resources and plans	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- \_\_\_ is a great asset to the team. We are grateful to have her.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- She has always encouraged others and provided tools for the employee to do so.
- \_\_\_ is someone I feel I can talk to about any problem or situation and I value her opinion.
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- I believe I need to give her a chance to get into her position.

# Strategic Insight

## Summary Scores



### 21. Implements long-term solutions to problems.



### 22. Analyzes records and reports to obtain insight into potential issues and trends.



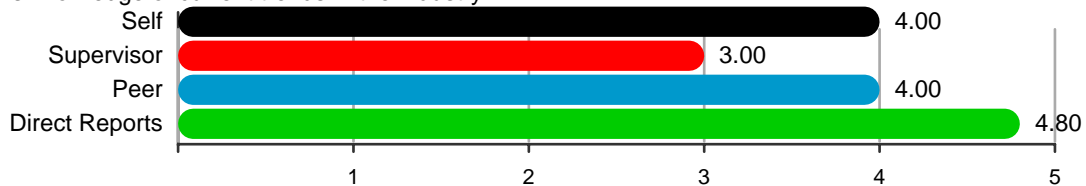
### 23. Anticipates business cycles and trends and makes adjustments in a timely manner.



### 24. Analyzes unique issues or problems impacting the Company.



### 25. Maintains knowledge of current trends in the industry.



## Level of Skill

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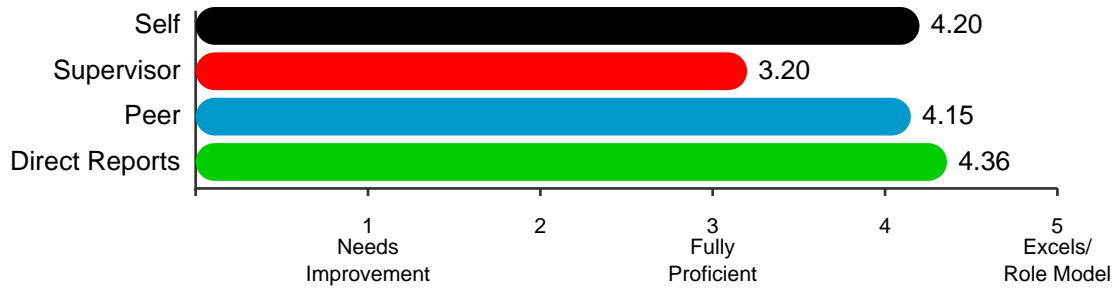
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Implements long-term solutions to problems.	15	4.00	66.7	13%	20%	20%	47%
22. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.47	53.3	13%	33%	47%	7%
23. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	3.60	66.7	13%	20%	60%	7%
24. Analyzes unique issues or problems impacting the Company.	15	4.27	86.7	7%	7%	40%	47%
25. Maintains knowledge of current trends in the industry.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

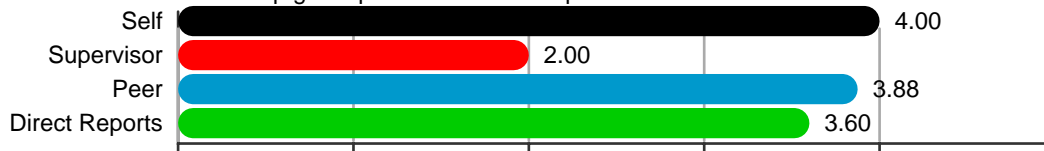
- She is detailed when presenting a plan.
- \_\_\_ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- \_\_\_ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- She 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!
- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- \_\_\_ is a great leader. She has excellent communication skills and has a wonderful leadership style.

# Entrepreneurship

## Summary Scores



26. Seeks and utilizes mentors to help guide professional development.



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



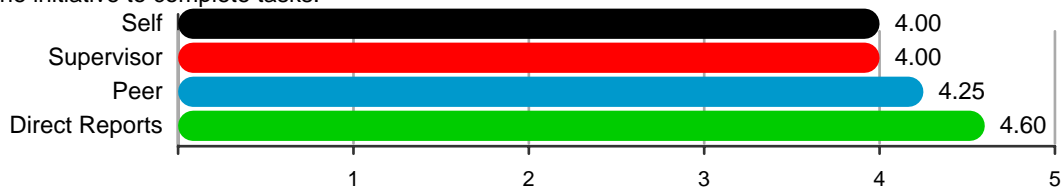
28. Has a strategic awareness on how to promote the organization.



29. Exhibits determination and passion in completion of goals.



30. Takes the initiative to complete tasks.



## 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).

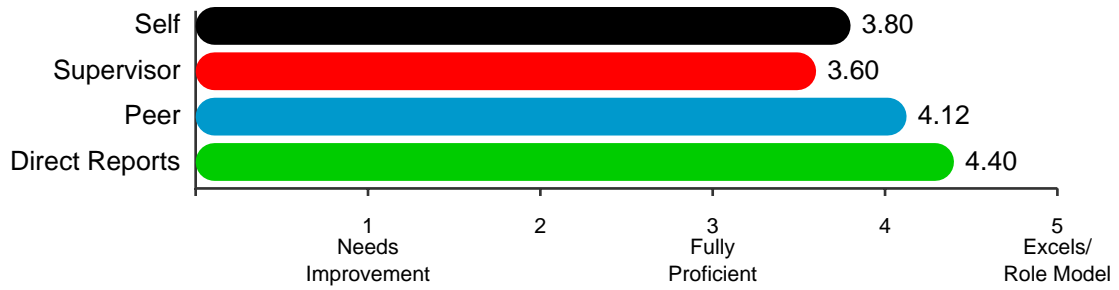
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Seeks and utilizes mentors to help guide professional development.	15	3.67	66.7	20%	13%	47%		20%
27. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.80	73.3	20%	7%	47%		27%
28. Has a strategic awareness on how to promote the organization.	15	4.33	86.7	13%		40%		47%
29. Exhibits determination and passion in completion of goals.	15	4.67	100.0			33%		67%
30. Takes the initiative to complete tasks.	15	4.33	100.0			67%		33%

### Comments:

- I enjoy working with \_\_\_\_\_. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows \_\_\_\_\_ to give a whole new perspective on a subject.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- I think having \_\_\_\_\_ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- \_\_\_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

# Company

## Summary Scores



31. Expresses loyalty and dedication to [Company] in interactions with others.



32. Impresses upon others the important aspects of [Company].



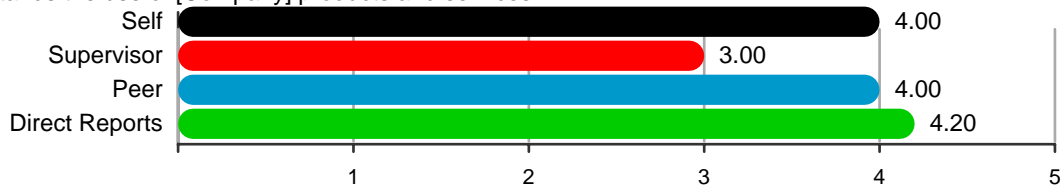
33. Understands how decisions impact other business units beyond their immediate department of work group.



34. Attends [Company] gatherings and social events.



35. Understands the use of [Company] products and services.





## 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. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.07	80.0	20%	53%	27%
32. Impresses upon others the important aspects of [Company].	15	4.47	100.0		53%	47%
33. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.13	80.0	20%	47%	33%
34. Attends [Company] gatherings and social events.	15	4.13	86.7	13%	60%	27%
35. Understands the use of [Company] products and services.	15	4.00	80.0	20%	60%	20%

### Comments:

- Is empathetic, understanding, and dependable.
- I value \_\_\_'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- I appreciate the honest evaluative feedback \_\_\_ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- \_\_\_ excels at customer service and keeping our team focused on the customer.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

## 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?

- Improvement should come over time. There is potential which is present.
- \_\_\_ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- \_\_\_ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- She could improve with a take charge attitude.
- \_\_\_ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- \_\_\_ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.

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

- \_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- We are very blessed to have \_\_\_ for our manager! Best one we've EVER had. We appreciate her very much.
- Uses her people skills to change negative situations into positive.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- \_\_\_ is great about approaching and including staff input with decision making within the department.
- \_\_\_ is very clear about her expectations and I appreciate this.

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

- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- \_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- Before \_\_\_ came into the position it seemed that the department was a dump.
- I have had the opportunity to work with \_\_\_ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.

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

- Based on her customer satisfaction scores it is clear she has a strong team in place.
- \_\_\_ has excellent job and people skills.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- She has been a great addition to the department in this area.
- Her professionalism is beyond reproach and she is fair and just.
- \_\_\_ has an incredible vision for our organization's strategy and improvement efforts.

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

- I know I can always count on \_\_\_ to consistently encourage collaboration and system perspective.
- \_\_\_ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- She is very customer focused and this reflects in her division leadership and performance.
- \_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- Don't know where we would be without her.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.

### Any final comments?

- Appreciate \_\_\_'s dedication to making the facilities cleaner. Results are evident.
- \_\_\_ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- \_\_\_ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- \_\_\_ has done tremendous work this past year in the Finance team.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.