



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.

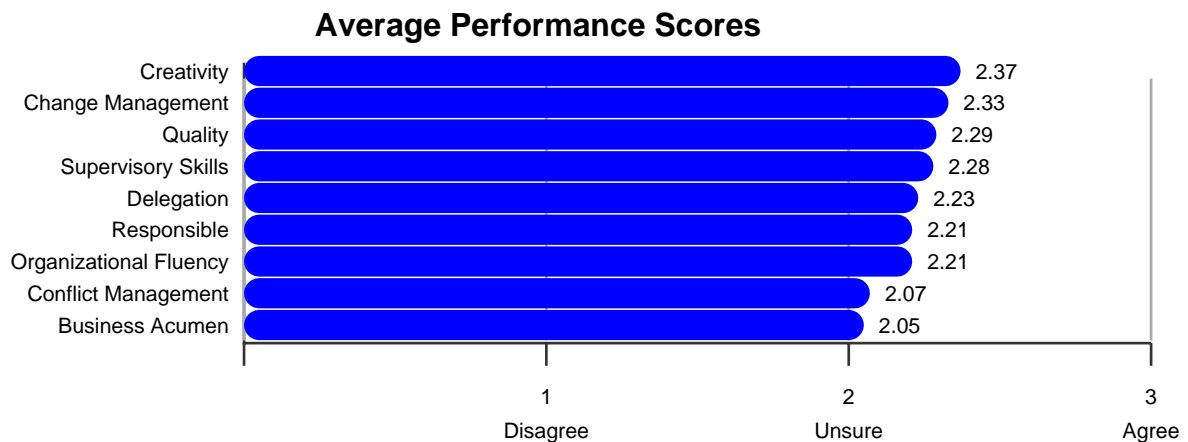
What to Do with Your Feedback

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

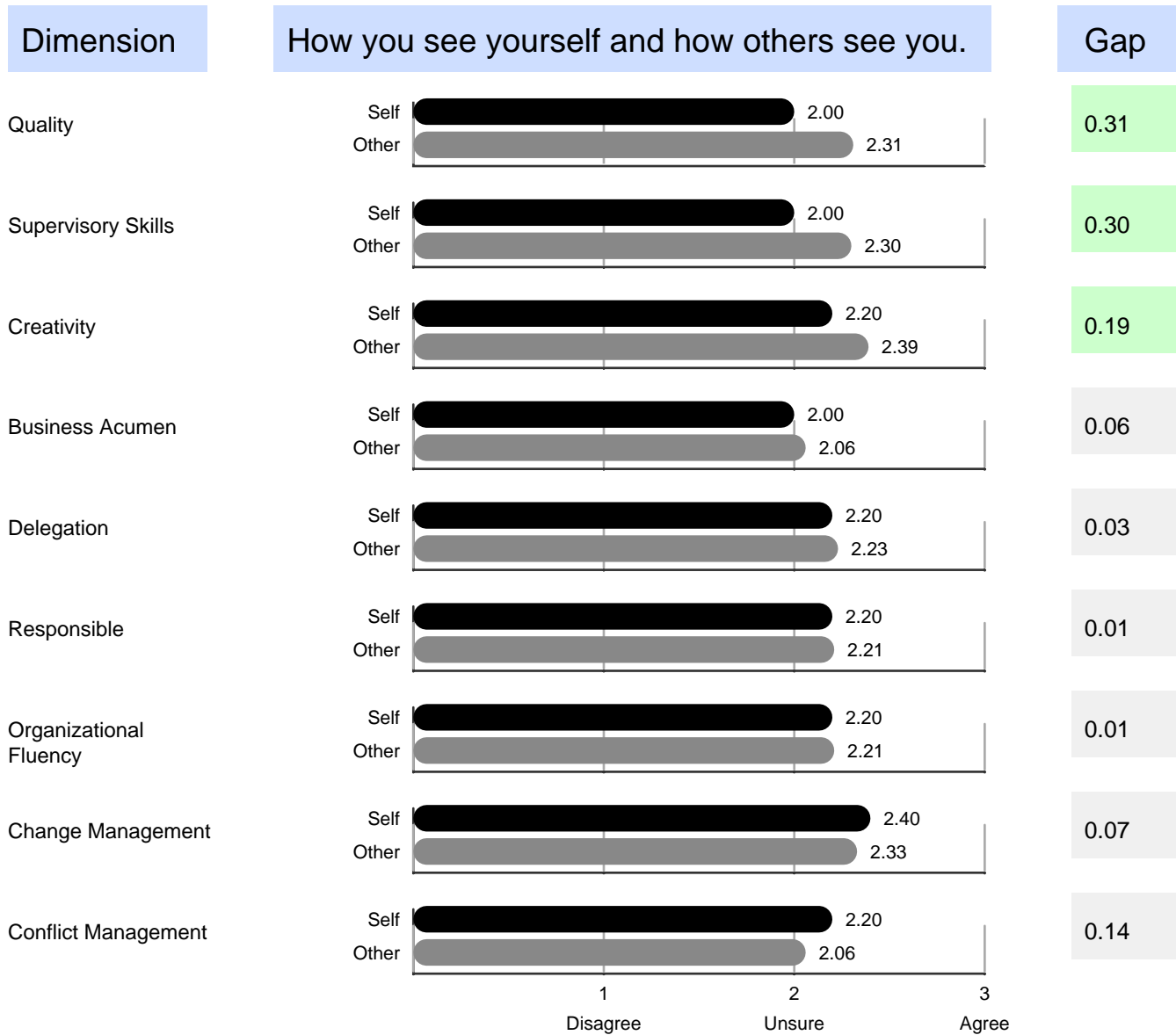
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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

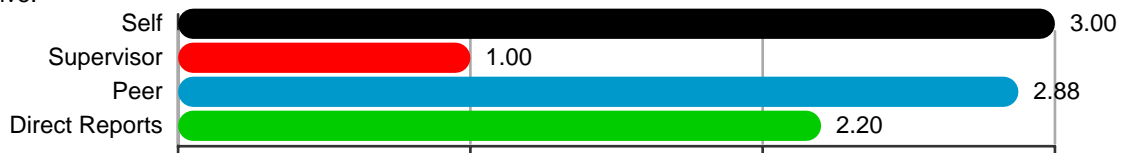
Summary Scores



1. Adds value to the department/organization.



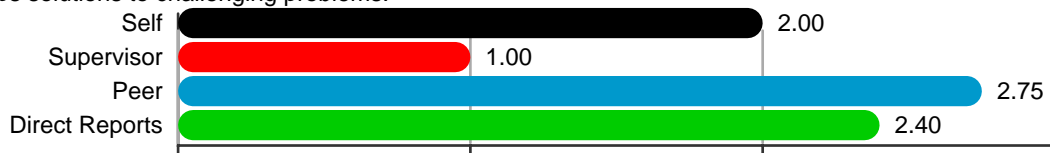
2. Is creative.



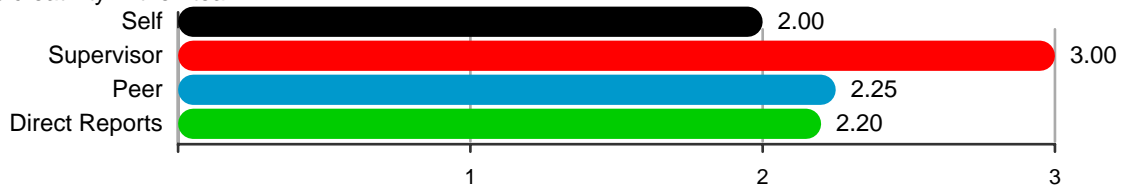
3. Creates a lot of new ideas.



4. Develops solutions to challenging problems.



5. Inspires creativity in their team.



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. Adds value to the department/organization.	15	2.27	33.3	7%	60%	33%
2. Is creative.	15	2.53	73.3	20%	7%	73%
3. Creates a lot of new ideas.	15	2.33	40.0	7%	53%	40%
4. Develops solutions to challenging problems.	15	2.47	53.3	7%	40%	53%
5. Inspires creativity in their team.	15	2.27	40.0	13%	47%	40%

Comments:

- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- ___ has made great strides with increasing communication and teamwork within her reports.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- She involves our team and holds us accountable out of respect.
- She is both the manager and the interim director for the service line.

Supervisory Skills

Summary Scores



6. Encourages employees to achieve their full potential.



7. Provides constructive, ongoing feedback.



8. Maintains good working relationships with employees.



9. Appropriately recognizes and rewards employees.



10. Delegates effectively.



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. Encourages employees to achieve their full potential.	15	2.13	33.3	20%	47%	33%
7. Provides constructive, ongoing feedback.	15	2.07	26.7	20%	53%	27%
8. Maintains good working relationships with employees.	15	2.33	40.0	7%	53%	40%
9. Appropriately recognizes and rewards employees.	15	2.40	53.3	13%	33%	53%
10. Delegates effectively.	15	2.47	60.0	13%	27%	60%

Comments:

- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- I like that she challenges me.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- She listens to the team.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.

Delegation

Summary Scores



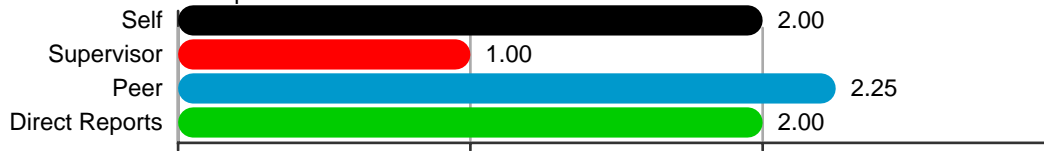
11. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



12. Clearly defines duties and tasks to be completed.



13. Entrusts subordinates with important tasks.



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



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



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).

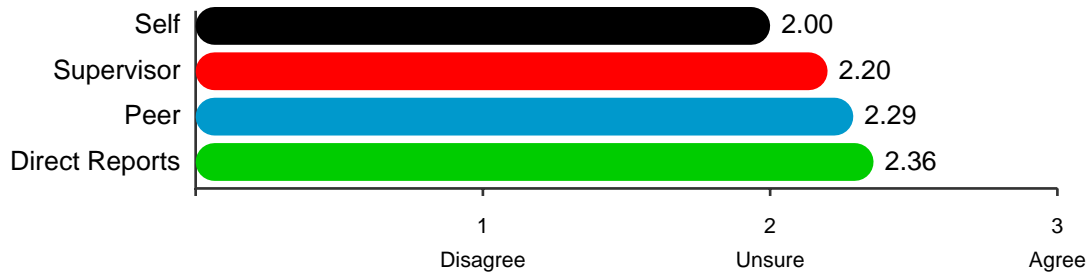
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	2.33	40.0	7%	53%	40%
12. Clearly defines duties and tasks to be completed.	15	2.07	20.0	13%	67%	20%
13. Entrusts subordinates with important tasks.	15	2.07	26.7	20%	53%	27%
14. Allows employees to decide how they wish to complete the tasks.	15	2.27	40.0	13%	47%	40%
15. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	14	2.43	50.0	7%	43%	50%

Comments:

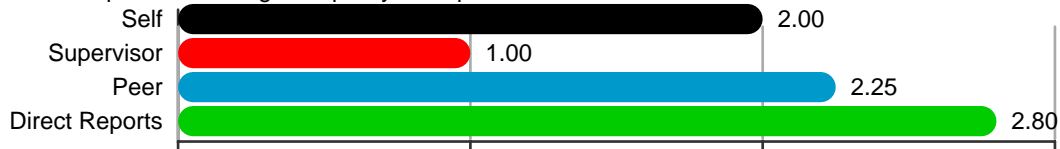
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- She often involves her team in decision making and to determine how to achieve outcomes.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.

Quality

Summary Scores



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



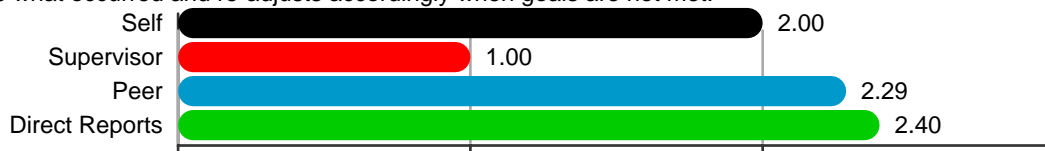
17. Encourages others to achieve high quality standards.



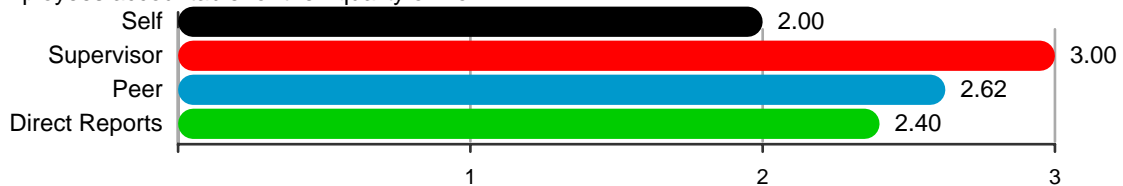
18. Reflects on what is working and what could be improved.



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



20. Holds employees accountable for their quality of 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 (Disagree) to green (Agree).

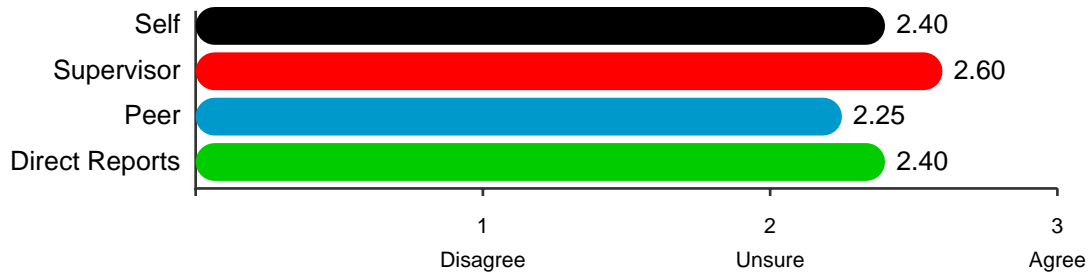
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Always strives to produce the highest quality work products.	15	2.33	46.7	13%	40%	47%
17. Encourages others to achieve high quality standards.	15	2.33	40.0	7%	53%	40%
18. Reflects on what is working and what could be improved.	14	2.00	14.3	14%	71%	14%
19. Analyze what occurred and re-adjusts accordingly when goals are not met.	14	2.21	42.9	21%	36%	43%
20. Holds employees accountable for their quality of work.	15	2.53	60.0	7%	33%	60%

Comments:

- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of repsonsibility.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- ___ is smart, detailed and committed. I appreciate having her on our team.

Change Management

Summary Scores



21. Addresses organizational and departmental resistance to changes.



22. Effective in dealing with ambiguous and challenging situations.



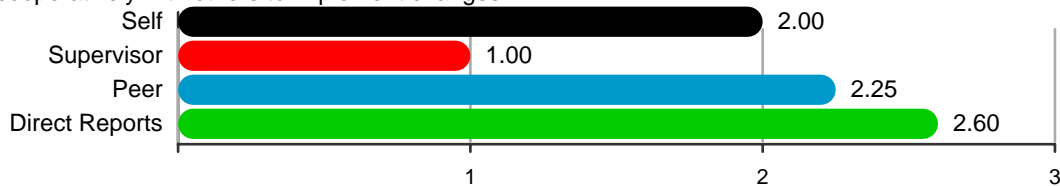
23. Supports new initiatives for organizational changes to improve effectiveness.



24. Assists others in understanding changes to the organization.



25. Works cooperatively with others to implement changes.



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).

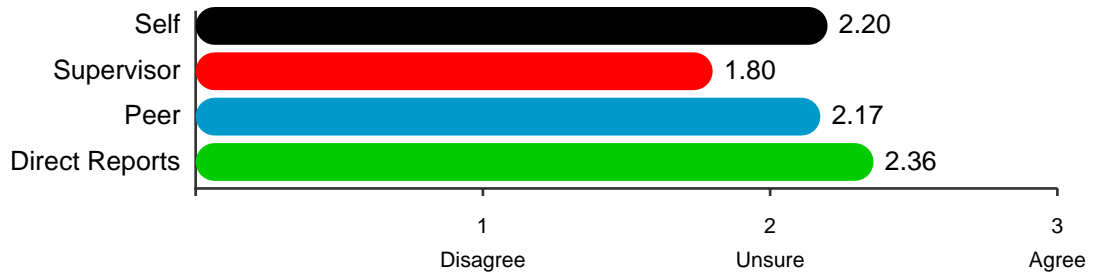
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Addresses organizational and departmental resistance to changes.	15	2.60	66.7	7%	27%	67%
22. Effective in dealing with ambiguous and challenging situations.	15	2.33	40.0	7%	53%	40%
23. Supports new initiatives for organizational changes to improve effectiveness.	15	2.07	20.0	13%	67%	20%
24. Assists others in understanding changes to the organization.	15	2.40	53.3	13%	33%	53%
25. Works cooperatively with others to implement changes.	15	2.27	53.3	27%	20%	53%

Comments:

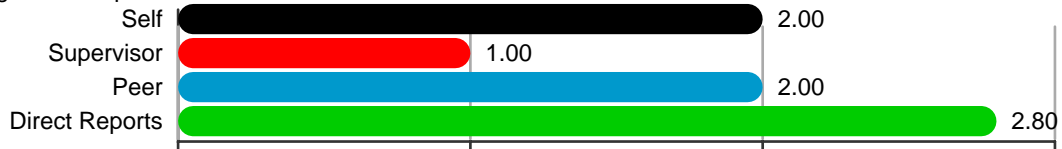
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- She 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.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- Works hard to build a team environment.

Responsible

Summary Scores



26. Sets a good example.



27. Works in a way that makes others want to work with her/him.



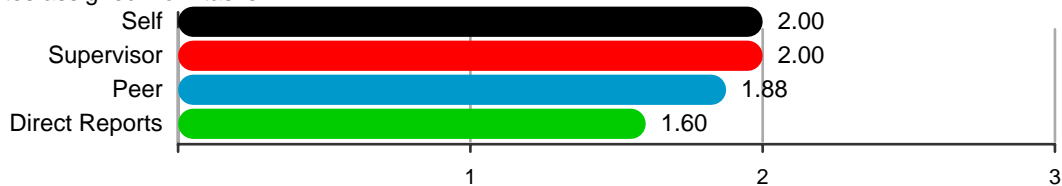
28. Sets a good example



29. Holds herself / himself accountable to goals / objectives



30. Completes assigned work 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 (Disagree) to green (Agree).

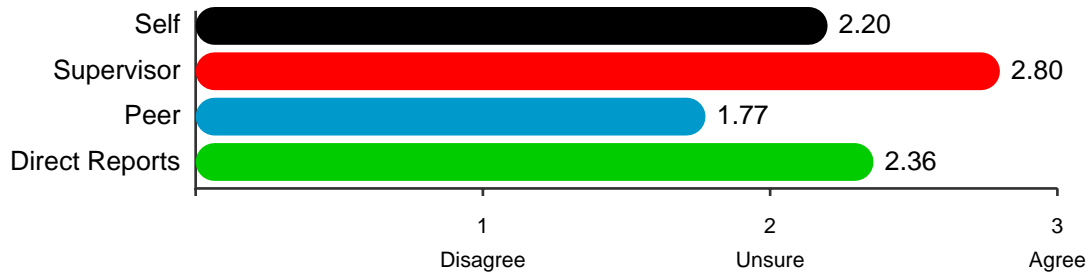
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Sets a good example.	15	2.20	33.3	13%	53%	33%
27. Works in a way that makes others want to work with her/him.	15	2.00	26.7	27%	47%	27%
28. Sets a good example	15	2.47	53.3	7%	40%	53%
29. Holds herself / himself accountable to goals / objectives	15	2.60	60.0		40%	60%
30. Completes assigned work tasks.	15	1.80	13.3	33%	53%	13%

Comments:

- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- 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 communication style can also come across as very directive at times to peers and subordinates.
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- ___ has been instrumental in the working relationship of our department.
- I like that she challenges me.

Conflict Management

Summary Scores



31. Discusses conflict situations with supervisor.



32. Deals effectively with employee grievances.



33. Identifies and takes steps to prevent potential confrontations.



34. Helps employees to think through alternative ways to resolve conflict situations.



35. Clearly expresses expectations to others.



Level of Skill

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

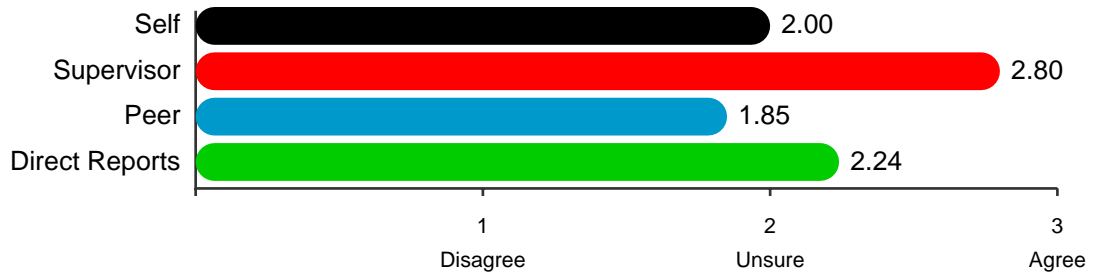
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Discusses conflict situations with supervisor.	15	2.13	33.3	20%	47%	33%
32. Deals effectively with employee grievances.	15	2.13	33.3	20%	47%	33%
33. Identifies and takes steps to prevent potential confrontations.	15	2.07	33.3	27%	40%	33%
34. Helps employees to think through alternative ways to resolve conflict situations.	15	2.13	26.7	13%	60%	27%
35. Clearly expresses expectations to others.	15	1.87	20.0	33%	47%	20%

Comments:

- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.

Business Acumen

Summary Scores



36. Considers impact of actions on other areas of the organization.



37. Understands complex issues and problems.



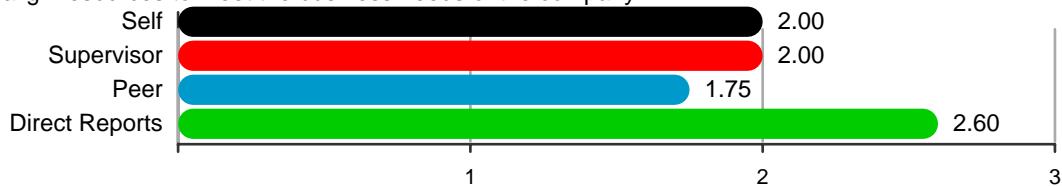
38. Asks the 'right' questions to size up or evaluate situations.



39. Applies the knowledge of work processes to influence the achievement of business goals



40. Able to align resources to meet the business needs of the company.



Level of Skill

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

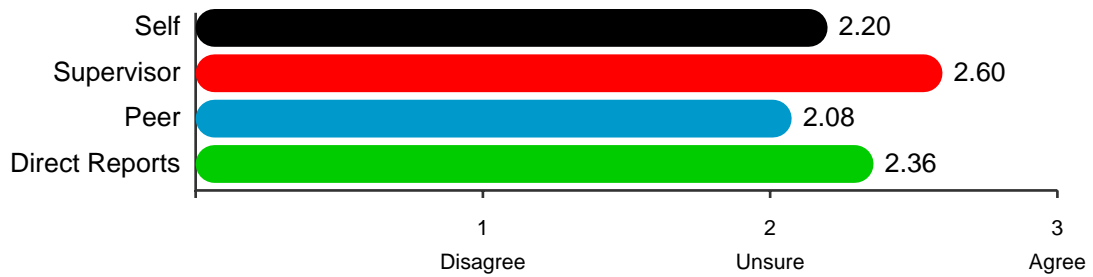
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Considers impact of actions on other areas of the organization.	15	1.87	20.0	33%	47%	20%
37. Understands complex issues and problems.	15	1.93	13.3	20%	67%	13%
38. Asks the 'right' questions to size up or evaluate situations.	15	2.07	33.3	27%	40%	33%
39. Applies the knowledge of work processes to influence the achievement of business goals	15	2.33	33.3		67%	33%
40. Able to align resources to meet the business needs of the company.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ has the talent to use different Leadership styles to fit the situation.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She sets her expectations high, and delivers a high level of performance herself.
- She will always be able to state that she did everything she could, she gives this job her all!
- She is becoming more comfortable to deliver critical feedback.

Organizational Fluency

Summary Scores



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



42. Effective in communicating with others within the organization.



43. Understands departmental policies and procedures.



44. Gets things done through the department.



45. Able to explain departmental policies and procedures to others.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Able to deal with sensitive issues with tact and professionalism.	15	2.00	26.7	27%	47%	27%
42. Effective in communicating with others within the organization.	15	2.13	33.3	20%	47%	33%
43. Understands departmental policies and procedures.	15	2.20	40.0	20%	40%	40%
44. Gets things done through the department.	15	2.20	26.7	7%	67%	27%
45. Able to explain departmental policies and procedures to others.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- I work with ___ regularly and see her interactions with other leaders frequently.
- ___ knows her team very well and is gaining the same knowledge in regards to her team
- When dealing with HR issues my HR business partner is always involved.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.

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?

- ___ sets high standards for those she works with and expects the same of herself.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- she is open and willing to share her vision for the team.
- I appreciate how ___ guides, supports, and direct staff.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.

What do you like best about working with this individual?

- She is becoming more comfortable to deliver critical feedback.
- Employees were not encouraged to do anything besides come to work.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- ___ has done tremendous work this past year in the Finance team.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- ___ continually is analyzing our current states and identifying areas that we can improve.

What do you like least about working with this individual?

- ___ addresses questions/concerns quickly and listens to staffs' needs.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- ___ 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.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- You can count on ___ to be honest and stay true to commitments.
- She is in an often times impossible position and is doing well all things considered

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

- ___ has excellent job and people skills.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- Provide and solicit more frequent feedback.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.

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

- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- It has been a pleasure working with ____. Her interactions with customers have improved over the last year.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- ___ does a great job at demonstrating the value of her team to the organization.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.

Any final comments?

- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.