

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.

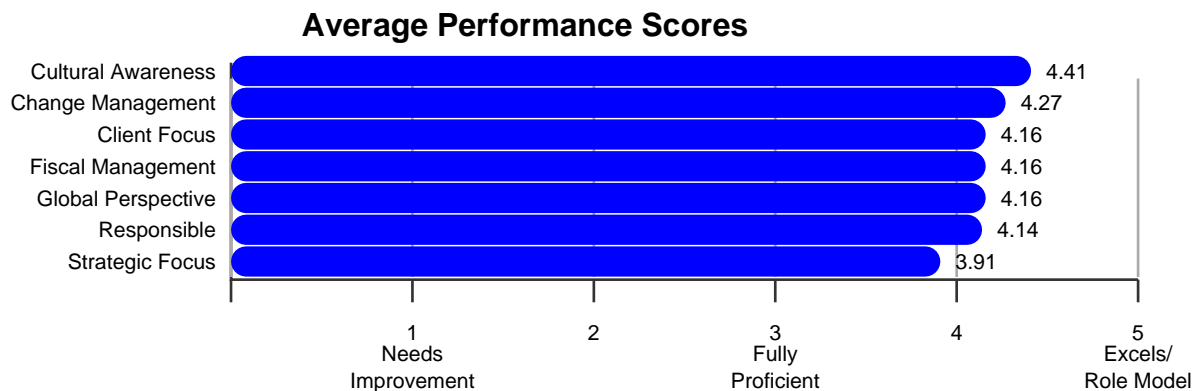
What to Do with Your Feedback

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

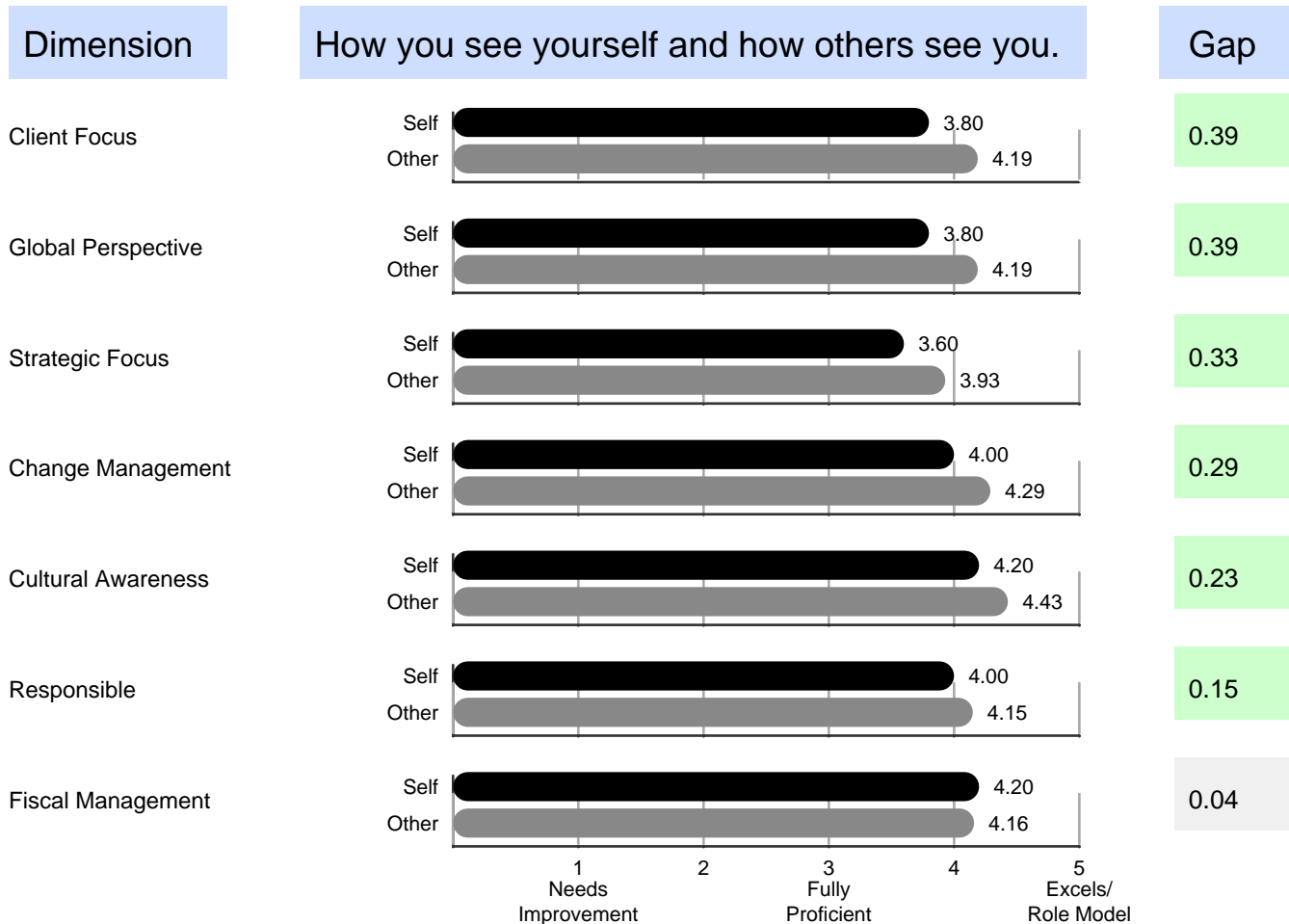
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



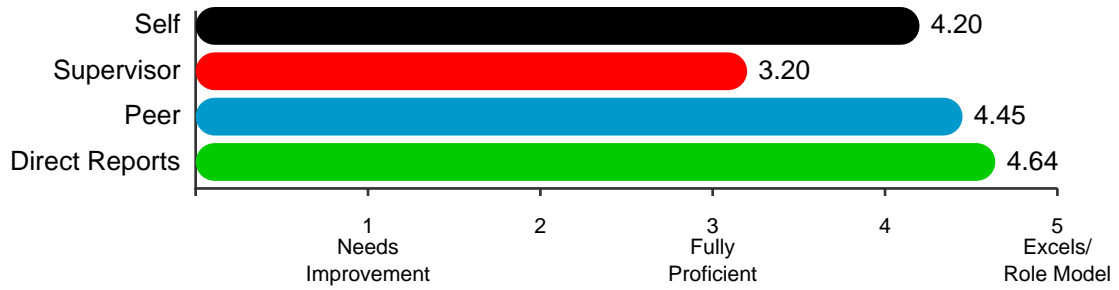
Gap Analysis

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.



Cultural Awareness

Summary Scores



1. Recognizes and values individual and cultural differences.



2. Values the opinions of diverse groups and individual.



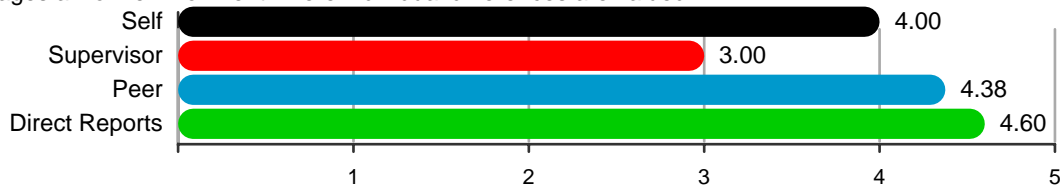
3. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



4. Fosters a diverse workforce free from discrimination and harassment.



5. Encourages a work environment where individual differences are valued.



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).

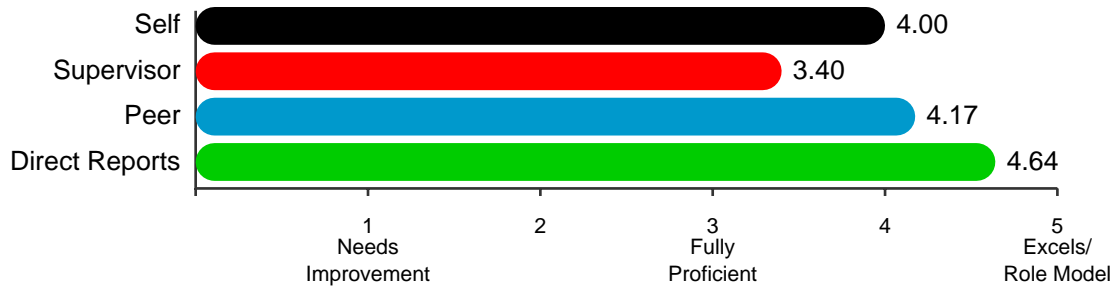
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|---|----|------|-------|-------------------|------------------|--------------------|
| 1. Recognizes and values individual and cultural differences. | 15 | 4.20 | 93.3 | 7% | 67% | 27% |
| 2. Values the opinions of diverse groups and individual. | 15 | 4.87 | 100.0 | 13% | 87% | |
| 3. Maintains an inclusive work environment that maximizes the talents of others in achieving goals. | 15 | 4.27 | 93.3 | 7% | 60% | 33% |
| 4. Fosters a diverse workforce free from discrimination and harassment. | 15 | 4.40 | 86.7 | 13% | 33% | 53% |
| 5. Encourages a work environment where individual differences are valued. | 15 | 4.33 | 93.3 | 7% | 53% | 40% |

Comments:

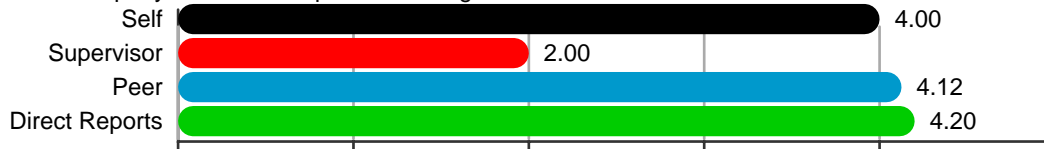
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- She desires to do great work.
- ___ has been instrumental in the working relationship of our department.
- I really enjoy her mentorship.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- She sets a good example for personal growth.

Change Management

Summary Scores



6. Supports the Company's efforts to implement changes.



7. Works cooperatively with others to implement changes.



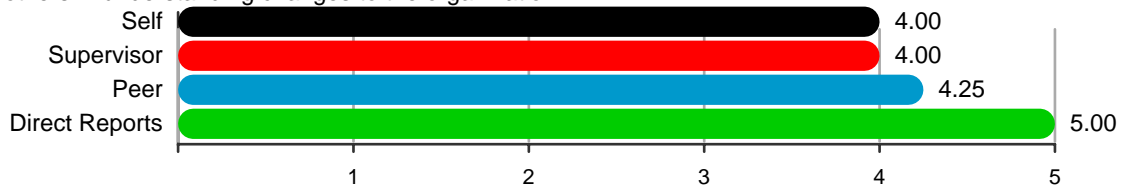
8. Adopts changes to set and example for others to follow.



9. Addresses organizational and departmental resistance to changes.



10. Assists others in understanding changes to the organization.



Level of Skill

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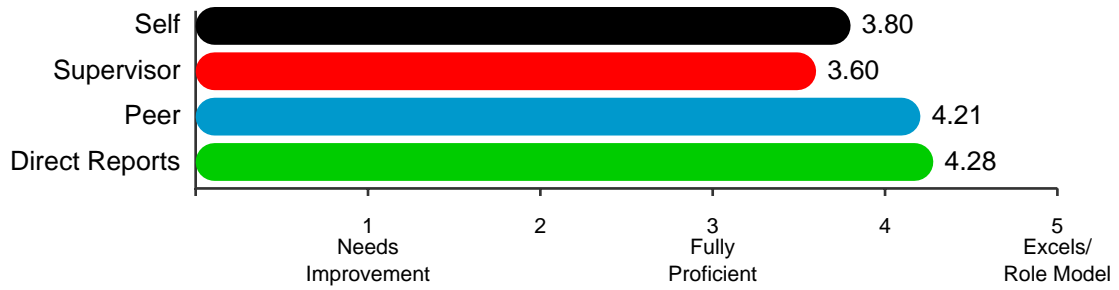
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | | Excels/ Role Model |
|---|----|------|------|-------------------|-----|------------------|--|--------------------|
| 6. Supports the Company's efforts to implement changes. | 15 | 4.00 | 80.0 | 7% | 13% | 53% | | 27% |
| 7. Works cooperatively with others to implement changes. | 15 | 4.07 | 80.0 | | 20% | 53% | | 27% |
| 8. Adopts changes to set and example for others to follow. | 15 | 4.33 | 93.3 | 7% | | 47% | | 47% |
| 9. Addresses organizational and departmental resistance to changes. | 15 | 4.47 | 93.3 | 7% | | 40% | | 53% |
| 10. Assists others in understanding changes to the organization. | 15 | 4.47 | 93.3 | 7% | | 40% | | 53% |

Comments:

- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- I value ___'s advice and support as we realigned my department a few times this year.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- ___ has a good perspective on the organization as a whole.
- Manager engages in all categories described above as marked.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.

Client Focus

Summary Scores



11. Obtains feedback to ensure client needs are being met.



12. Forms strong client relationships



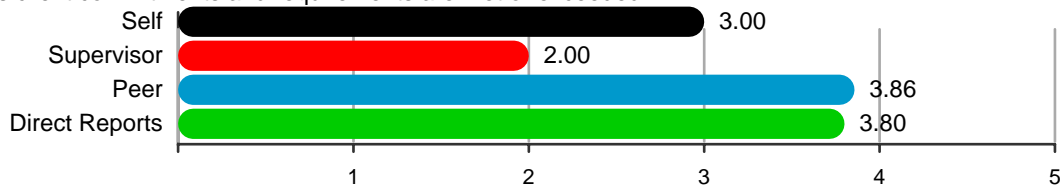
13. Satisfies client needs.



14. Is pro-active in dealing with clients and addressing their needs.



15. Ensures client commitments and requirements are met or exceeded



Level of Skill

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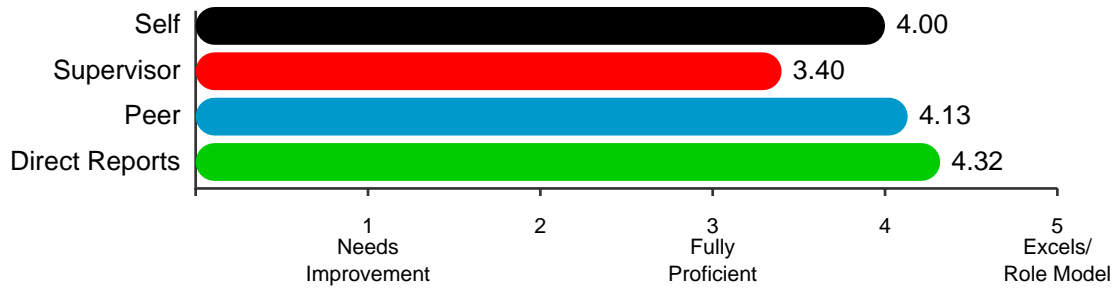
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|---|----|------|-------|-------------------|------------------|--------------------|
| 11. Obtains feedback to ensure client needs are being met. | 15 | 4.60 | 100.0 | 40% | 60% | |
| 12. Forms strong client relationships | 15 | 4.27 | 100.0 | 73% | 27% | |
| 13. Satisfies client needs. | 15 | 4.33 | 100.0 | 67% | 33% | |
| 14. Is pro-active in dealing with clients and addressing their needs. | 15 | 3.93 | 73.3 | 27% | 53% | 20% |
| 15. Ensures client commitments and requirements are met or exceeded | 14 | 3.64 | 57.1 | 14% | 29% | 36% 21% |

Comments:

- One of the best supervisors that I have had.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- ___ has been eager to learn her new position and is transitioning well.
- ___ is the consummate professional and pleasure to work with.

Responsible

Summary Scores



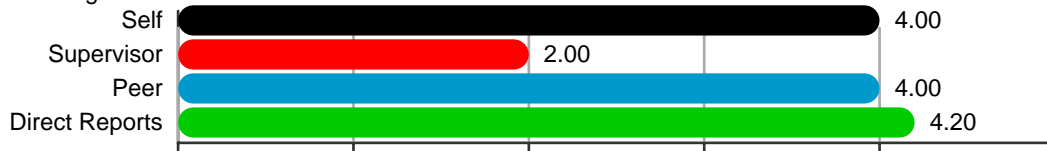
16. Sets a good example



17. Holds herself / himself accountable to goals / objectives



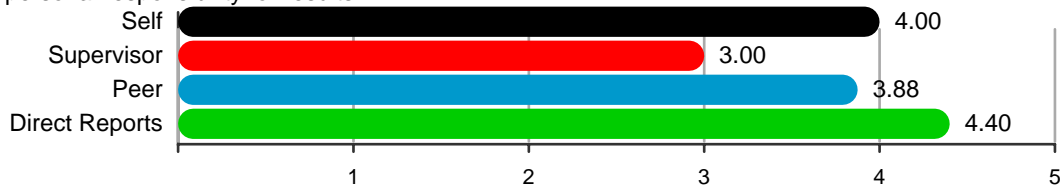
18. Completes assigned work tasks.



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



20. ...takes personal responsibility for results.



Level of Skill

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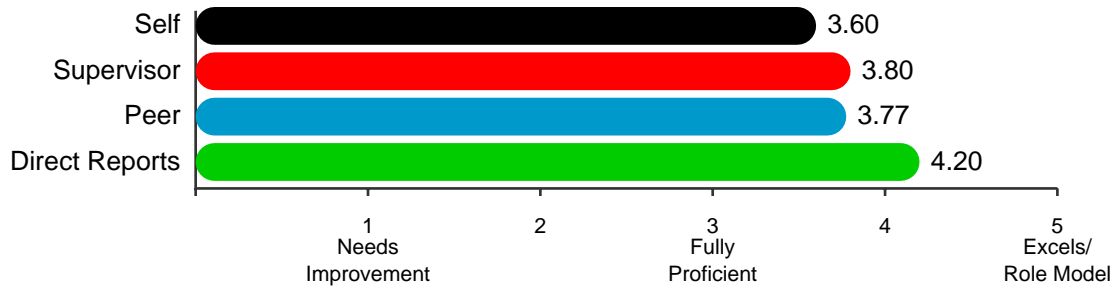
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | Excels/ Role Model |
|---|----|------|------|-------------------|-----|------------------|--------------------|
| 16. Sets a good example | 15 | 4.33 | 86.7 | 13% | 40% | 47% | |
| 17. Holds herself / himself accountable to goals / objectives | 15 | 4.27 | 93.3 | 7% | 60% | 33% | |
| 18. Completes assigned work tasks. | 14 | 3.93 | 92.9 | 7% | 86% | 7% | |
| 19. Works in a way that makes others want to work with her/him. | 14 | 4.14 | 85.7 | 7% | 7% | 50% | 36% |
| 20. ...takes personal responsibility for results. | 15 | 4.00 | 66.7 | 7% | 27% | 27% | 40% |

Comments:

- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- ___ has made good judgements in hiring top notch employees.
- I can't think of a single thing ___ could improve upon.
- She continues to be a shining example to her team especially in process improvement and professional growth.
- I have enjoyed working with ___ and will miss her support and direction.

Strategic Focus

Summary Scores



21. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



22. Able to decline a poor strategy by proposing alternate strategies.



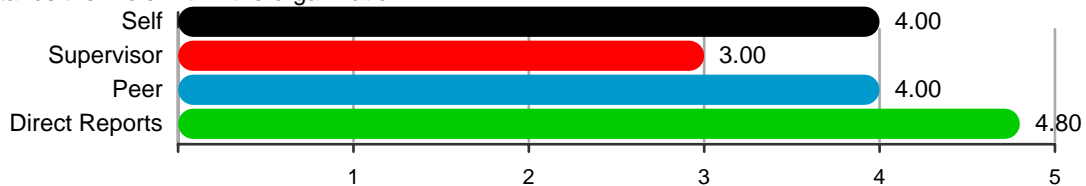
23. Communicates goals and objectives to employees.



24. Looks for opportunities to enhance contributions to the bottom line.



25. Understands their role within the organization.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

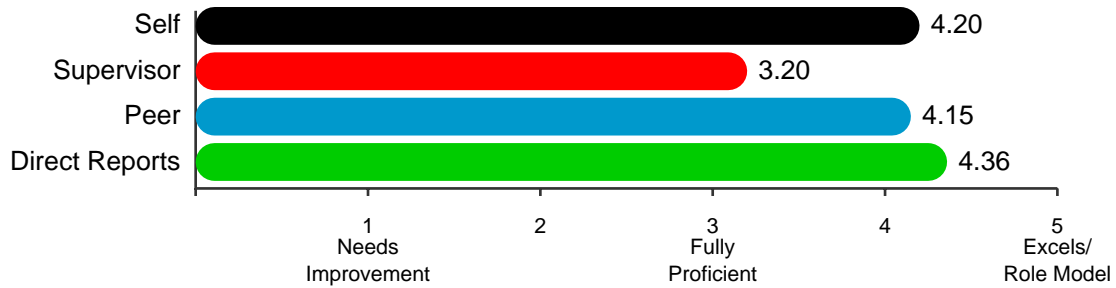
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | Excels/ Role Model |
|---|----|------|------|-------------------|-----|------------------|--------------------|
| 21. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses. | 15 | 4.00 | 66.7 | 13% | 20% | 20% | 47% |
| 22. Able to decline a poor strategy by proposing alternate strategies. | 15 | 3.47 | 53.3 | 13% | 33% | 47% | 7% |
| 23. Communicates goals and objectives to employees. | 15 | 3.60 | 66.7 | 13% | 20% | 60% | 7% |
| 24. Looks for opportunities to enhance contributions to the bottom line. | 15 | 4.27 | 86.7 | 7% | 7% | 40% | 47% |
| 25. Understands their role within the organization. | 15 | 4.20 | 80.0 | 7% | 13% | 33% | 47% |

Comments:

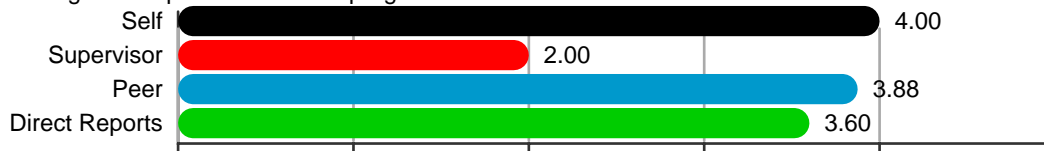
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- Does well in most technical skills and is willing to learn anything that is new
- She has created an environment that promotes self-improvement and 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.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She is beginning to reach out to the other managers more, and it is appreciated.
- ___ does a great job of keeping the lines of communication and this is appreciated.

Fiscal Management

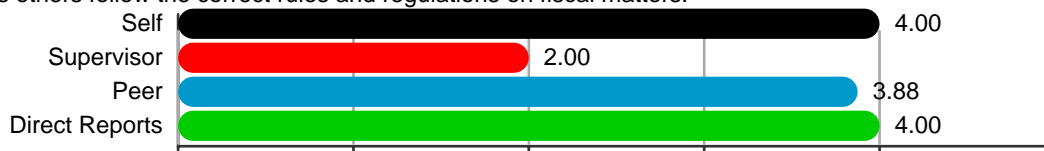
Summary Scores



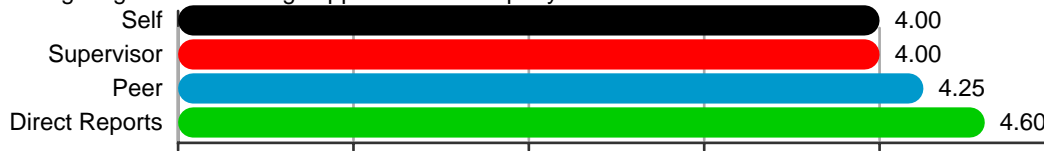
26. Develops budgets and plans for various programs and initiatives.



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



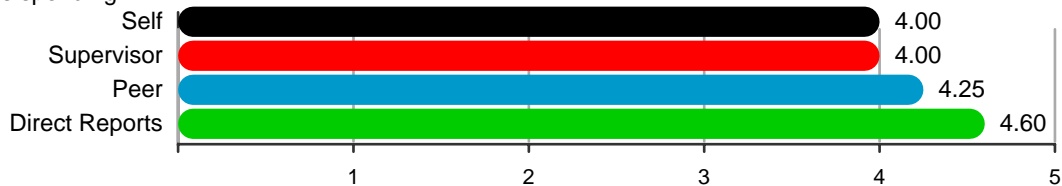
28. Provides budgeting and accounting support to the Company.



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



30. Monitors spending.



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).

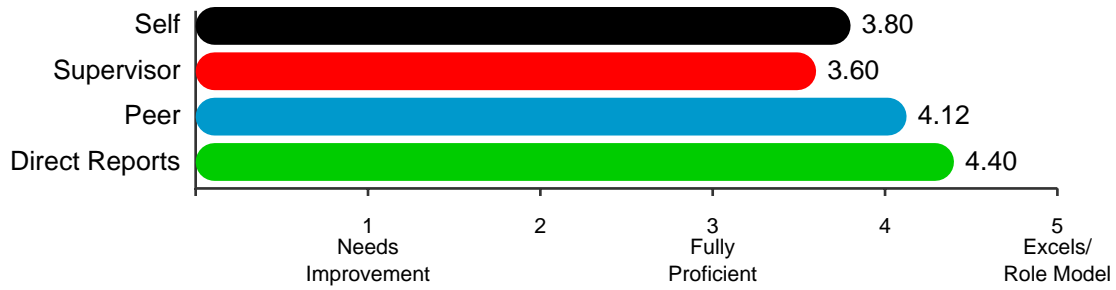
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | | Excels/ Role Model |
|--|----|------|-------|-------------------|-----|------------------|--|--------------------|
| 26. Develops budgets and plans for various programs and initiatives. | 15 | 3.67 | 66.7 | 20% | 13% | 47% | | 20% |
| 27. Ensures others follow the correct rules and regulations on fiscal matters. | 15 | 3.80 | 73.3 | 20% | 7% | 47% | | 27% |
| 28. Provides budgeting and accounting support to the Company. | 15 | 4.33 | 86.7 | | 13% | 40% | | 47% |
| 29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff. | 15 | 4.67 | 100.0 | | | 33% | | 67% |
| 30. Monitors spending. | 15 | 4.33 | 100.0 | | | 67% | | 33% |

Comments:

- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- She is both the manager and the interim director for the service line.
- ___ excels at customer service and keeping our team focused on the customer.
- ___ 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.
- 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 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.

Global Perspective

Summary Scores



31. Able to work with others from different cultures and countries.



32. Attends training seminars and conferences to increase skills in working with others globally.



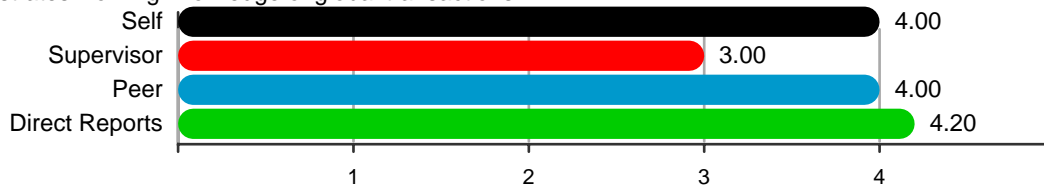
33. Analyzes global issues/problems that are having a large impact on the Company.



34. Engages in problem solving with individuals outside of the country.



35. Demonstrates working knowledge of global transactions.



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. Able to work with others from different cultures and countries. | 15 | 4.07 | 80.0 | 20% | 53% | 27% |
| 32. Attends training seminars and conferences to increase skills in working with others globally. | 15 | 4.47 | 100.0 | | 53% | 47% |
| 33. Analyzes global issues/problems that are having a large impact on the Company. | 15 | 4.13 | 80.0 | 20% | 47% | 33% |
| 34. Engages in problem solving with individuals outside of the country. | 15 | 4.13 | 86.7 | 13% | 60% | 27% |
| 35. Demonstrates working knowledge of global transactions. | 15 | 4.00 | 80.0 | 20% | 60% | 20% |

Comments:

- ___ 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.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- She will sit down with all parties involved before she makes a decision.
- 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.
- 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.

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?

- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- Look up collaboration and you'll find ___'s picture beside the word.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- ___ is a valued member of the department.
- ___ is an excellent communicator and is very open and supportive to her staff.

What do you like best about working with this individual?

- Improve communication delivery. Acknowledge what others are saying.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- She involves our team and holds us accountable out of respect.
- 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.
- ___ has also attended many off-site events to show her support to department staff.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

What do you like least about working with this individual?

- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.

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

- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- She has grown as a manager in the last few months and it shows.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.

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

- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- ___ 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.
- I respect ___ and have turned to her for advice.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- Has one of the strongest work ethics I've ever encountered in a team member.

Any final comments?

- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- she is open and willing to share her vision for the team.
- she has patience.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- I really appreciate her.
- ___ is trusting her team, and expecting high standards of behavior from all employees.