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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.

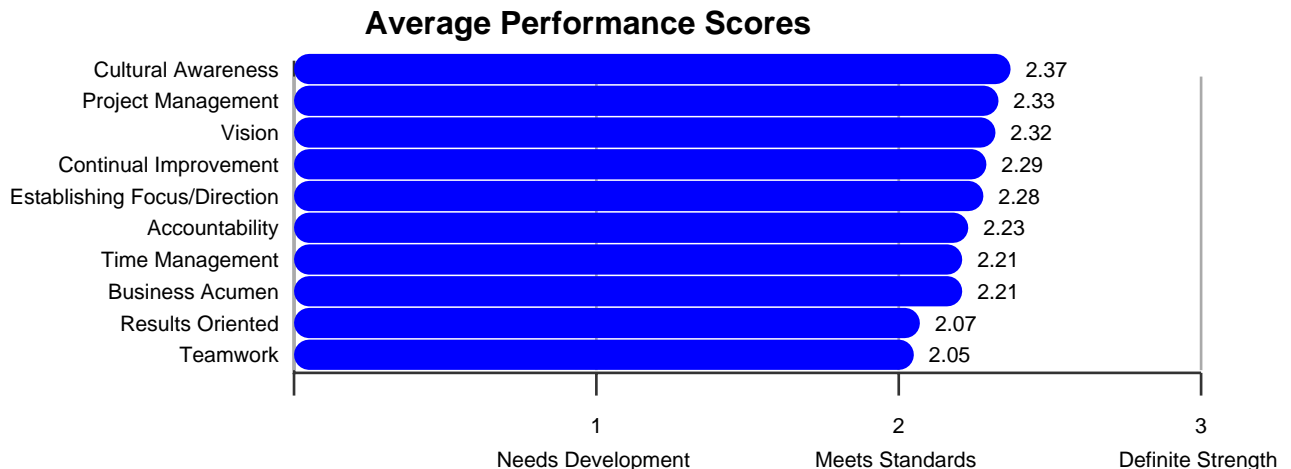
## What to Do with Your Feedback

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 10 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.



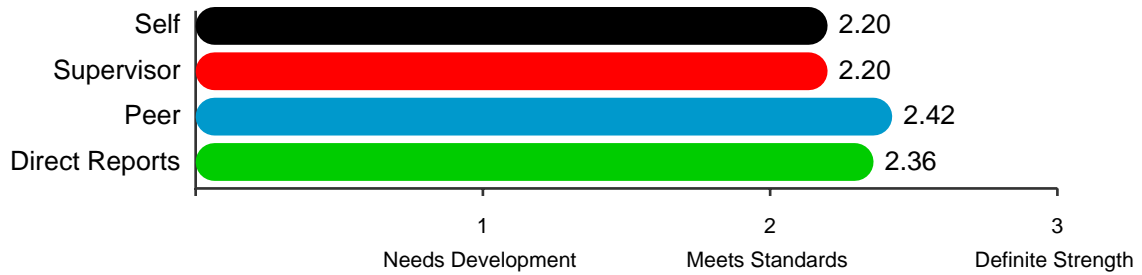
## Gap Analysis

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

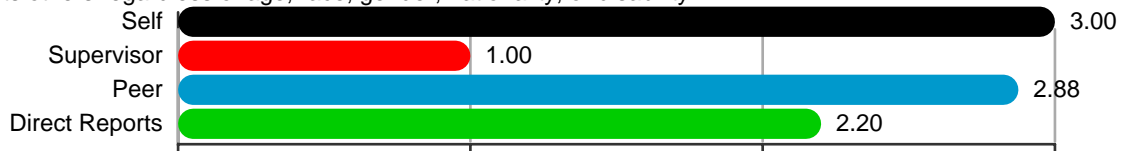
## Summary Scores



### 1. Seeks out different viewpoints and benefits from different perspectives.



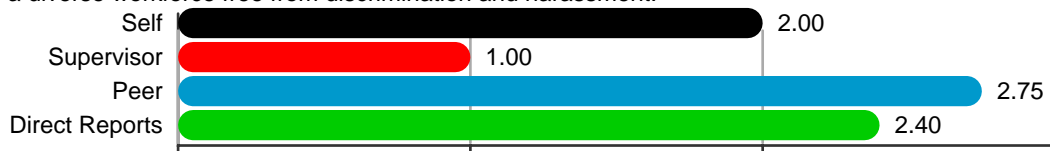
### 2. Respects others regardless of age, race, gender, nationality, or disability.



### 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. Treats others with dignity and respect.



## 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 Development) to green (Definite Strength).

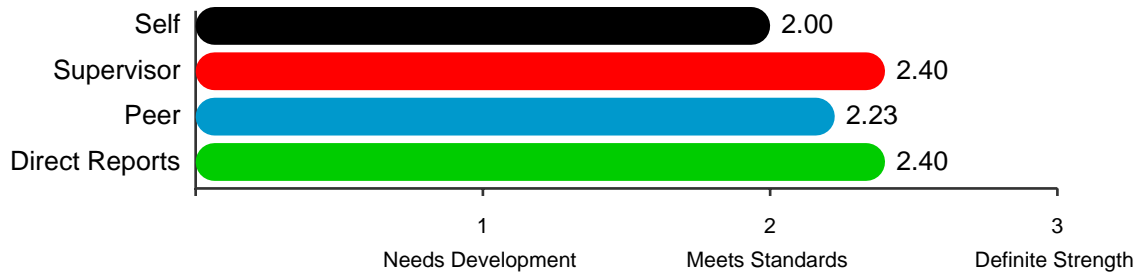
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Seeks out different viewpoints and benefits from different perspectives.	15	2.27	33.3	7%	60%	33%
2. Respects others regardless of age, race, gender, nationality, or disability.	15	2.53	73.3	20%	7%	73%
3. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	2.33	40.0	7%	53%	40%
4. Fosters a diverse workforce free from discrimination and harassment.	15	2.47	53.3	7%	40%	53%
5. Treats others with dignity and respect.	15	2.27	40.0	13%	47%	40%

### Comments:

- Collaboration and dissemination of information and projects is something \_\_\_ does well.
- \_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- Uses visual aids to communicate progress to your team.
- \_\_\_ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- She is a team player and willing to help other departments and staff when needed.
- \_\_\_ 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.

## Establishing Focus/Direction

### Summary Scores



6. Maintains focus when handling several problems or tasks simultaneously.



7. Sets appropriate goals for employees.



8. Makes sure that employees understand how their work relates to organizational goals.



9. Stays focused even when under pressure and stress.



10. Aligns the department's goals with the goals of the organization.



## Level of Skill

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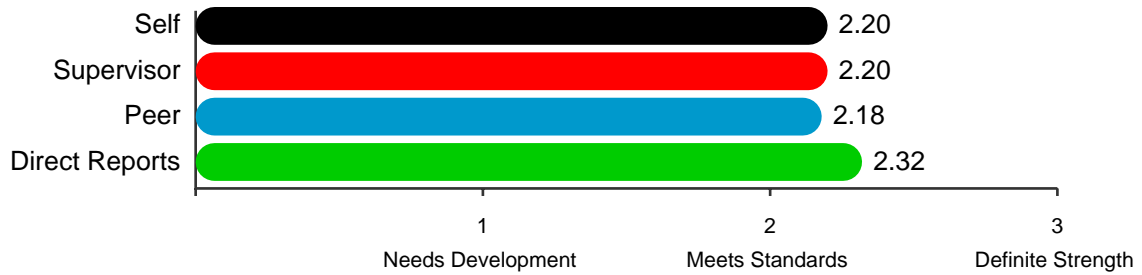
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Maintains focus when handling several problems or tasks simultaneously.	15	2.13	33.3	20%	47%	33%
7. Sets appropriate goals for employees.	15	2.07	26.7	20%	53%	27%
8. Makes sure that employees understand how their work relates to organizational goals.	15	2.33	40.0	7%	53%	40%
9. Stays focused even when under pressure and stress.	15	2.40	53.3	13%	33%	53%
10. Aligns the department's goals with the goals of the organization.	15	2.47	60.0	13%	27%	60%

### Comments:

- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- \_\_\_ always remembers the customer is at the center of what we do.
- I honestly cannot think of anything that she could improve on.
- Constantly working on improving the customer experience.
- \_\_\_ has been eager to learn her new position and is transitioning well.
- \_\_\_ encourages us as directors to go out with one voice and keeps us accountable.

# Accountability

## Summary Scores



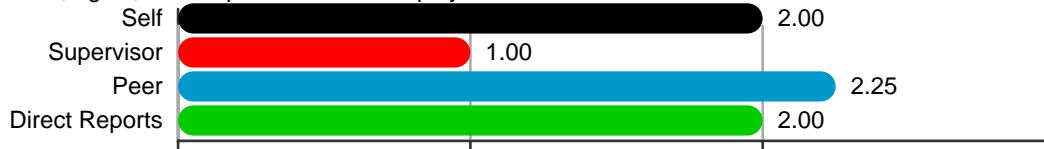
### 11. Develops goals and establishes objective measures of success.



### 12. Defines roles, rights, and responsibilities of the team.



### 13. Defines roles, rights, and responsibilities of employees.



### 14. Can be counted on to do what they say they are going to do.



### 15. Creates a consistent process for prioritizing 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 (Needs Development) to green (Definite Strength).

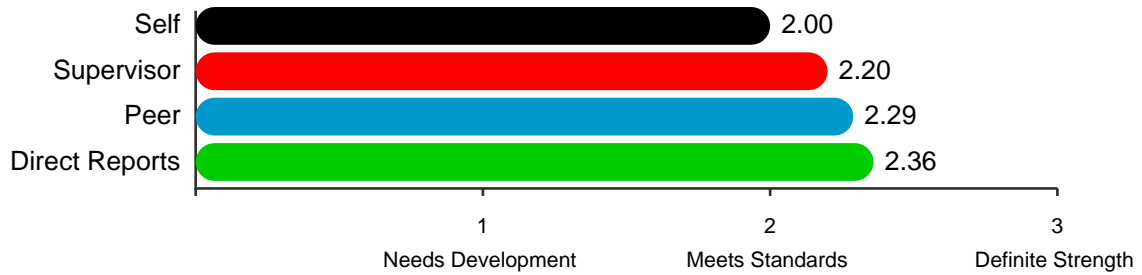
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Develops goals and establishes objective measures of success.	15	2.33	40.0	7%	53%	40%
12. Defines roles, rights, and responsibilities of the team.	15	2.07	20.0	13%	67%	20%
13. Defines roles, rights, and responsibilities of employees.	15	2.07	26.7	20%	53%	27%
14. Can be counted on to do what they say they are going to do.	15	2.27	40.0	13%	47%	40%
15. Creates a consistent process for prioritizing work.	14	2.43	50.0	7%	43%	50%

### Comments:

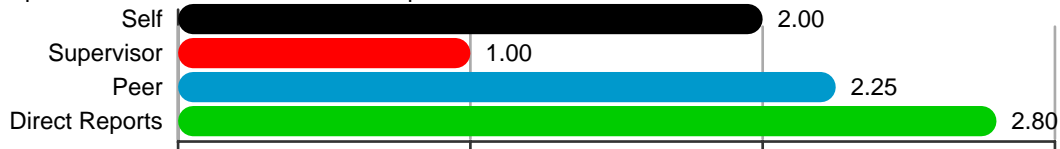
- Whenever \_\_\_ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_ was there). She also participated in interviews within my department and was a valuable member.
- \_\_\_ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- Always steps up if help is needed.
- \_\_\_ has used her strengths to make this department stronger in many ways.
- \_\_\_ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.

# Continual Improvement

## Summary Scores



### 16. Analyzes processes to determine areas for improvement.



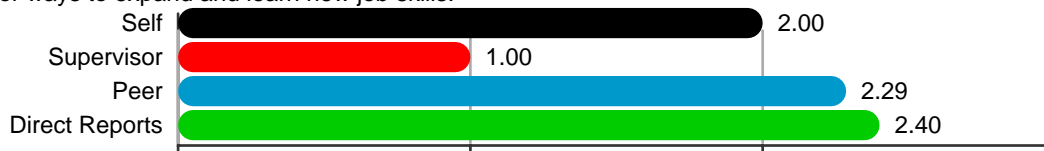
### 17. Promotes training and development opportunities to enhance job performance.



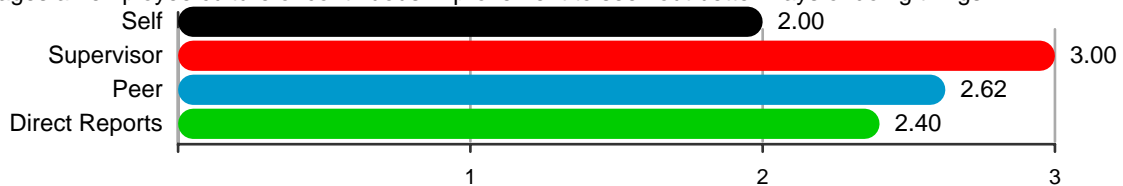
### 18. Looks for ways to improve work processes and procedures.



### 19. Looks for ways to expand and learn new job skills.



### 20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



## Level of Skill

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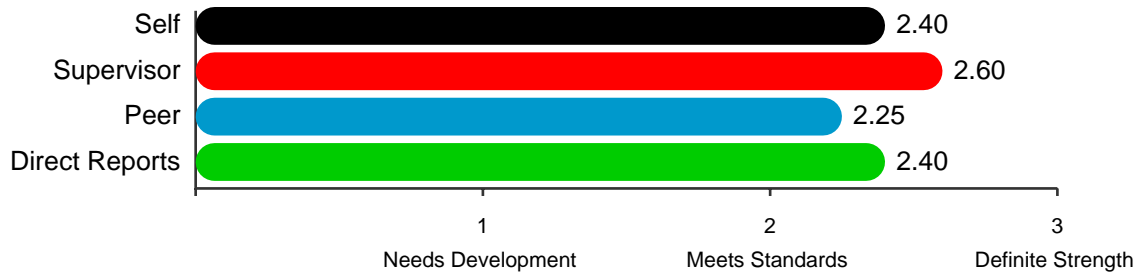
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Analyzes processes to determine areas for improvement.	15	2.33	46.7	13%	40%	47%
17. Promotes training and development opportunities to enhance job performance.	15	2.33	40.0	7%	53%	40%
18. Looks for ways to improve work processes and procedures.	14	2.00	14.3	14%	71%	14%
19. Looks for ways to expand and learn new job skills.	14	2.21	42.9	21%	36%	43%
20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.53	60.0	7%	33%	60%

### Comments:

- When \_\_\_ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. \_\_\_ is an engaged Leader.
- \_\_\_ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- \_\_\_ is very responsive and provides great support service.
- \_\_\_ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- \_\_\_ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.

# Project Management

## Summary Scores



21. Organizes work and sets priorities as needed.



22. Able to adjust project schedule as needed to accommodate unforeseen issues.



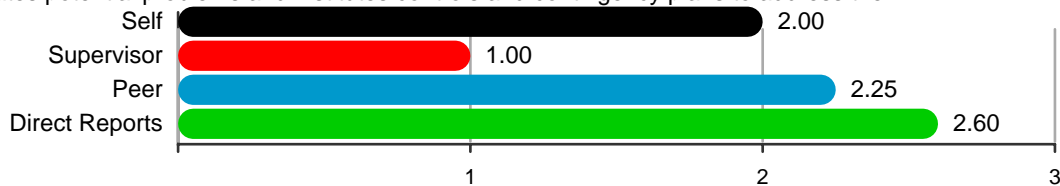
23. Develops performance measures for various aspects of the project.



24. Defines project outcomes based on customer requirements.



25. Anticipates potential problems and institutes controls and contingency plans to address them.



## Level of Skill

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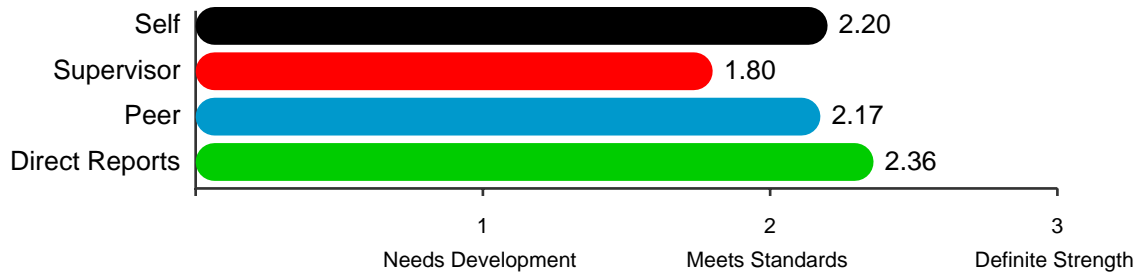
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Organizes work and sets priorities as needed.	15	2.60	66.7	7%	27%	67%
22. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.33	40.0	7%	53%	40%
23. Develops performance measures for various aspects of the project.	15	2.07	20.0	13%	67%	20%
24. Defines project outcomes based on customer requirements.	15	2.40	53.3	13%	33%	53%
25. Anticipates potential problems and institutes controls and contingency plans to address them.	15	2.27	53.3	27%	20%	53%

### Comments:

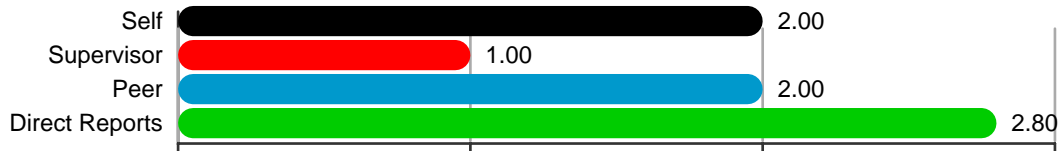
- \_\_\_ is an excellent manager, our dept.is a good place to work with her as a boss
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- \_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- \_\_\_ 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.
- \_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

# Time Management

## Summary Scores



### 26. Completes tasks ahead of schedule.



### 27. Keeps and maintains a To-Do list.



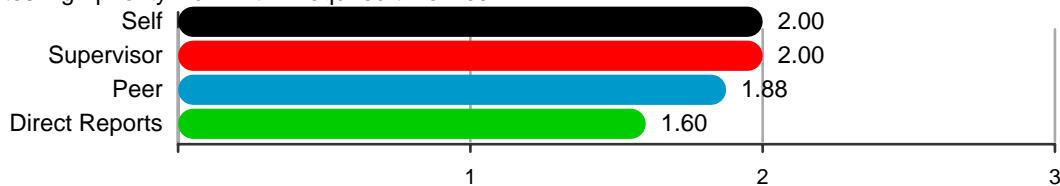
### 28. Deals effectively with interruptions.



### 29. Sets a good balance between work and family life.



### 30. Completes high-priority work within required timelines.



## 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 Development) to green (Definite Strength).

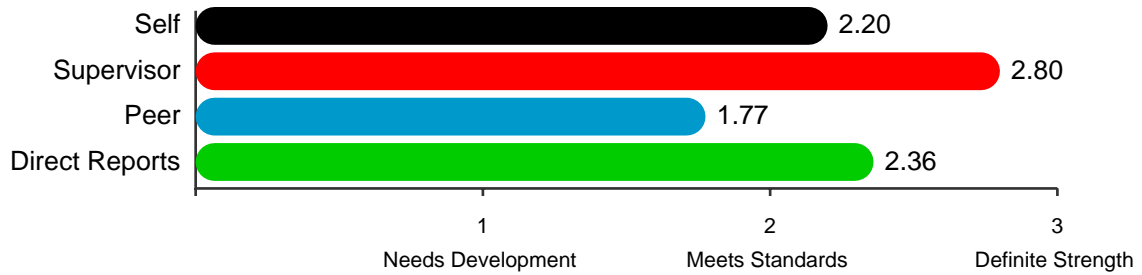
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Completes tasks ahead of schedule.	15	2.20	33.3	13%	53%	33%
27. Keeps and maintains a To-Do list.	15	2.00	26.7	27%	47%	27%
28. Deals effectively with interruptions.	15	2.47	53.3	7%	40%	53%
29. Sets a good balance between work and family life.	15	2.60	60.0		40%	60%
30. Completes high-priority work within required timelines.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- She is, quite simply, the best boss I've ever had.
- She sometimes comes off as confused about organizational/operational direction.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- Sometimes her decisions aren't thought through from a financial perspective.

# Results Oriented

## Summary Scores



### 31. Directs team in prioritizing daily work activities



### 32. Inspires and motivates co-workers to be productive and energetic at work



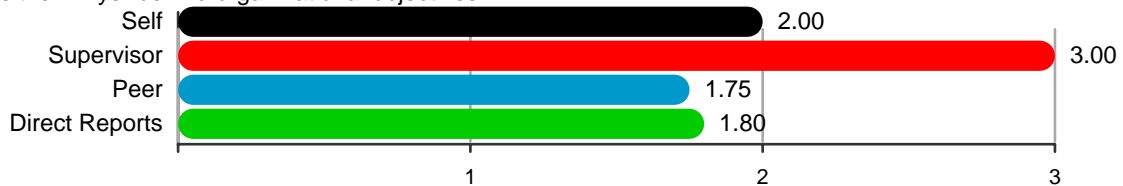
### 33. Provides clear expectations for employees.



### 34. Encourages a high-energy, fun work environment and coaches others on how to do the same



### 35. Explains the "whys" behind organizational objectives





## 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 Development) to green (Definite Strength).

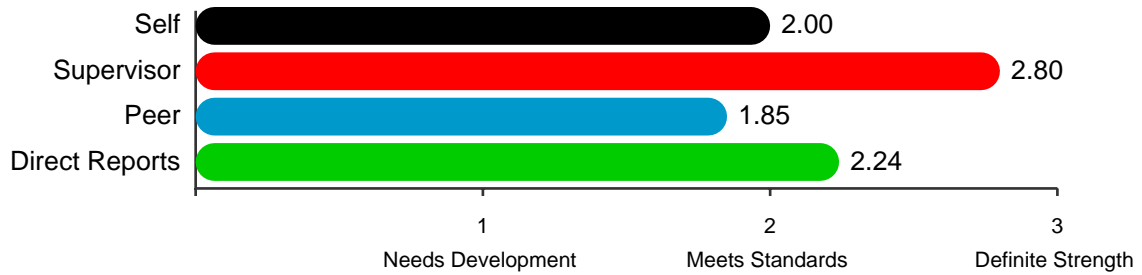
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Directs team in prioritizing daily work activities	15	2.13	33.3	20%	47%	33%
32. Inspires and motivates co-workers to be productive and energetic at work	15	2.13	33.3	20%	47%	33%
33. Provides clear expectations for employees.	15	2.07	33.3	27%	40%	33%
34. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	2.13	26.7	13%	60%	27%
35. Explains the "whys" behind organizational objectives	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_ 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.
- \_\_\_ 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.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- \_\_\_ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- She provides essential data in order to help explain decisions.
- I have had personal interactions with \_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.

# Teamwork

## Summary Scores



### 36. Seeks and listens to other's contributions



### 37. Communicates a clear message that teamwork and collaboration are expected.



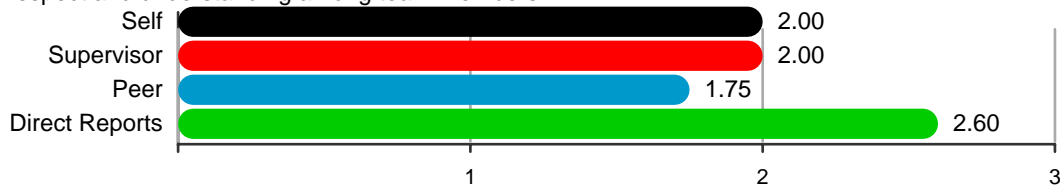
### 38. Recognizes and respects the contributions and needs of each individual.



### 39. Builds consensus and shares relevant information.



### 40. Fosters respect and understanding among team members



## 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 Development) to green (Definite Strength).

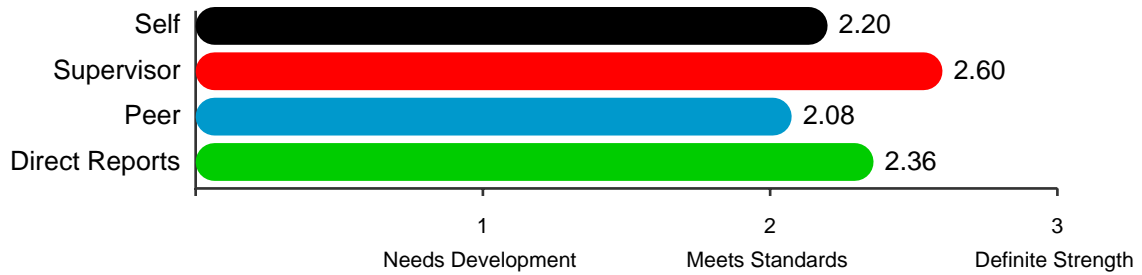
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Seeks and listens to other's contributions	15	1.87	20.0	33%	47%	20%
37. Communicates a clear message that teamwork and collaboration are expected.	15	1.93	13.3	20%	67%	13%
38. Recognizes and respects the contributions and needs of each individual.	15	2.07	33.3	27%	40%	33%
39. Builds consensus and shares relevant information.	15	2.33	33.3		67%	33%
40. Fosters respect and understanding among team members	15	2.07	33.3	27%	40%	33%

### Comments:

- She had done amazingly well considering all of the global threats to the product line.
- \_\_\_ has been so helpful to me as a new manager.
- \_\_\_ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- \_\_\_ offers support to her managers in a style that is engaging, consistent, and motivating.
- \_\_\_ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.

# Business Acumen

## Summary Scores



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



### 42. Understands complex issues and problems.



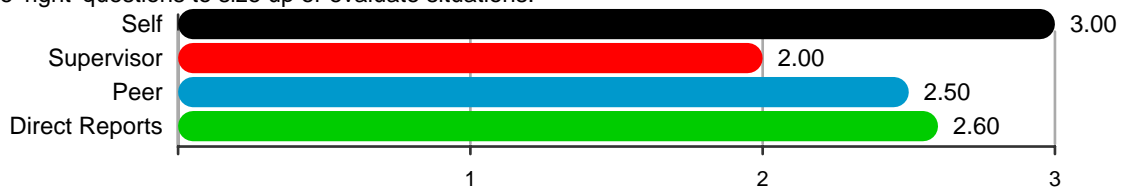
### 43. Able to align resources to meet the business needs of the company.



### 44. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



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



## 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 Development) to green (Definite Strength).

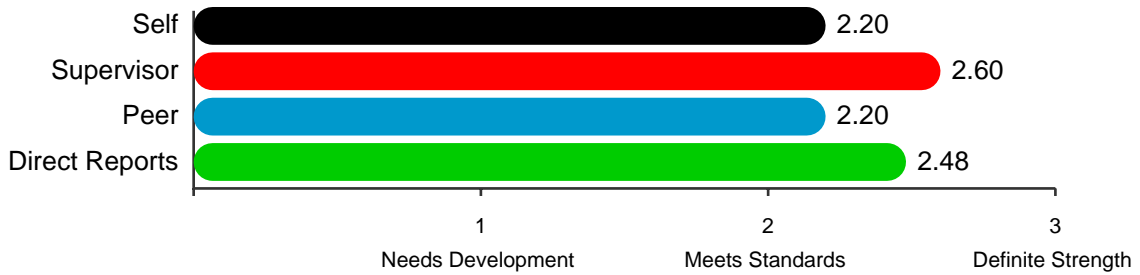
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Applies the knowledge of work processes to influence the achievement of business goals	15	2.00	26.7	27%	47%	27%
42. Understands complex issues and problems.	15	2.13	33.3	20%	47%	33%
43. Able to align resources to meet the business needs of the company.	15	2.20	40.0	20%	40%	40%
44. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.20	26.7	7%	67%	27%
45. Asks the 'right' questions to size up or evaluate situations.	15	2.53	60.0	7%	33%	60%

### Comments:

- She clearly assigns our responsibilities by our individual strengths.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- Collaboration and dissemination of information and projects is something \_\_\_ does well.
- \_\_\_ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- She is well respected by her peers and it is clear to see why.
- \_\_\_ addresses questions/concerns quickly and listens to staffs' needs.

# Vision

## Summary Scores



46. Communicates a vision of where the Company needs to be in the future.



47. Understands the vision of the Company and promotes it ahead of any self-interests.



48. Demonstrates consistency between words and actions



49. Behaves in a way that is consistent with business values & code of conduct



50. Persuades others to follow the Company's vision.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Communicates a vision of where the Company needs to be in the future.	15	2.27	26.7		73%	27%
47. Understands the vision of the Company and promotes it ahead of any self-interests.	15	2.13	26.7	13%	60%	27%
48. Demonstrates consistency between words and actions	15	2.40	40.0		60%	40%
49. Behaves in a way that is consistent with business values & code of conduct	15	2.47	46.7		53%	47%
50. Persuades others to follow the Company's vision.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_ 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.
- \_\_\_ 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.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- \_\_\_ offers support to her managers in a style that is engaging, consistent, and motivating.
- \_\_\_ is an excellent manager, our dept.is a good place to work with her as a boss
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.

## 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?

- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- I think she is the kind of manager our department has needed and will continue to need.
- \_\_\_ 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.

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

- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- \_\_\_ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- \_\_\_ is a new manager and it is clear that she wants to do well and engage her team.
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- \_\_\_ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- \_\_\_ has been an excellent assistant manager.

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

- \_\_\_ is a "One of a kind" She is a great manager.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- I have great respect and appreciation for \_\_\_\_. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- \_\_\_ is a rock amongst the management at [CompanyName].
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.

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

- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- \_\_\_ 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.
- I have appreciated \_\_\_'s approach to simplify department tasks, goals, and initiatives.
- I do very much appreciate that \_\_\_ will support me in a decision when needed.
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.



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

- I garner ideas from her regularly and look to her as a mentor.
- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- Professionalism is an area where I feel \_\_\_ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- Each member feels they are a part of the team and knows their contribution is valued.
- \_\_\_ has a clear process for hiring which has aided her in building an amazing team.

### Any final comments?

- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- \_\_\_ 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.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- There have been many changes in management over the last 5 years. I can truly say that \_\_\_ is an exceptional manager. Our dept has made some truly good changes under \_\_\_.
- \_\_\_ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. \_\_\_ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- Uses visual aids to communicate progress to your team.