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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

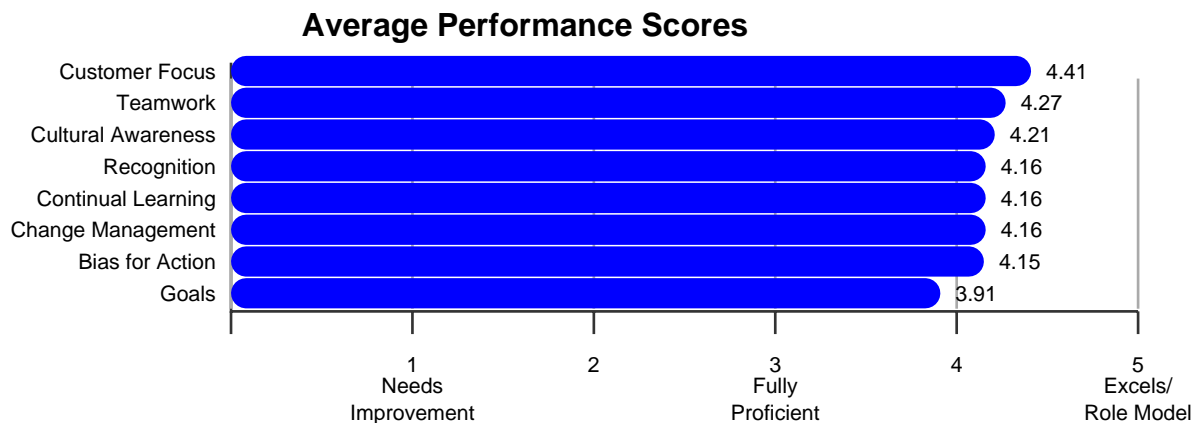
## What to Do with Your Feedback

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

# Summary

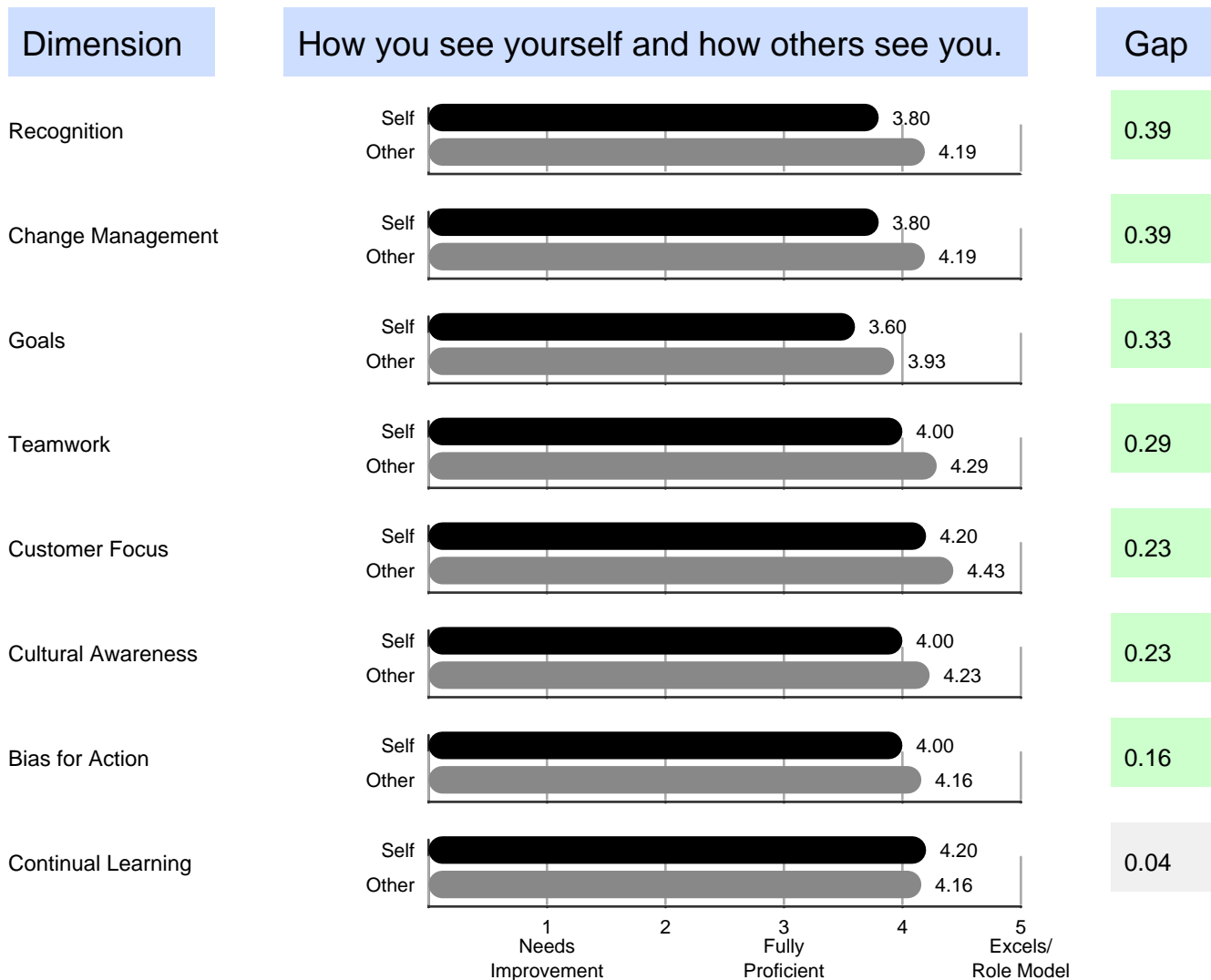
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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



# Gap Analysis

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



# Customer Focus

## Summary Scores



### 1. Exceeds expectations of the customers.



### 2. Identifies the core needs of the customer.



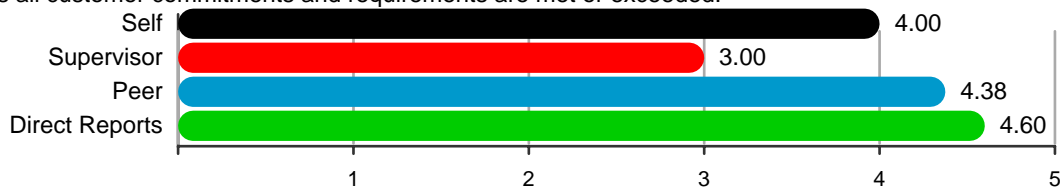
### 3. Ensures customers' expectations are met or exceeded.



### 4. Addresses customer complaints immediately.



### 5. Ensures all customer commitments and requirements are met or exceeded.



## 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. Exceeds expectations of the customers.	15	4.20	93.3	7%	67%	27%
2. Identifies the core needs of the customer.	15	4.87	100.0	13%	87%	
3. Ensures customers' expectations are met or exceeded.	15	4.27	93.3	7%	60%	33%
4. Addresses customer complaints immediately.	15	4.40	86.7	13%	33%	53%
5. Ensures all customer commitments and requirements are met or exceeded.	15	4.33	93.3	7%	53%	40%

### Comments:

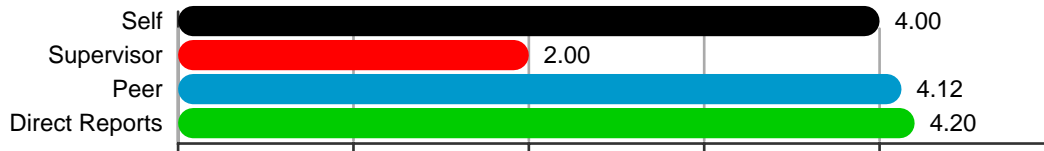
- I admire her ability to see the big picture (both within our walls and outside our walls).
- She consistently involves employees in shared decision making.
- \_\_\_ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_ has confidence that the work will be done well.
- She desires to do great work.
- I value and appreciate \_\_\_ very much.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

# Teamwork

## Summary Scores



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



### 7. Coaches team members



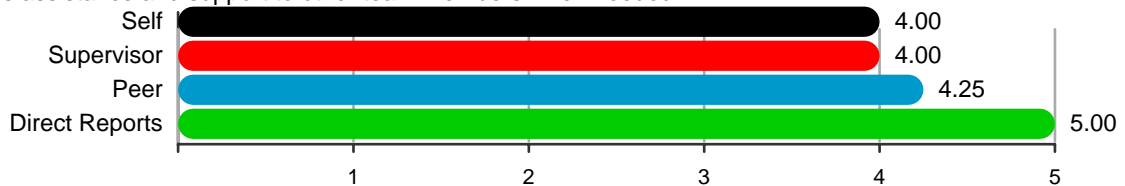
### 8. Communicates a clear message that teamwork and collaboration are expected.



### 9. Fosters teamwork rather than individual competition



### 10. Provides assistance and support to other team members when needed



## 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
6. Seeks and listens to other's contributions	15	4.00	80.0	7%	13%	53%	27%
7. Coaches team members	15	4.07	80.0		20%	53%	27%
8. Communicates a clear message that teamwork and collaboration are expected.	15	4.33	93.3	7%		47%	47%
9. Fosters teamwork rather than individual competition	15	4.47	93.3	7%		40%	53%
10. Provides assistance and support to other team members when needed	15	4.47	93.3	7%		40%	53%

### Comments:

- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- She is an outstanding manager.
- \_\_\_ is a great manager to work for.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Whenever I go to \_\_\_ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- I think she is the kind of manager our department has needed and will continue to need.

# Recognition

## Summary Scores



11. Makes people around them feel appreciated and valued.



12. Recognizes team members who offer a significant contribution to a project.



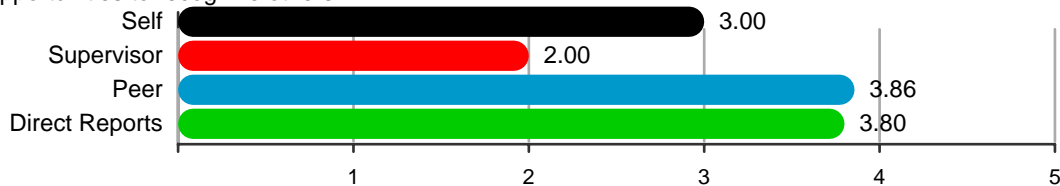
13. Offers recognition in a timely manner.



14. Recognizes the abilities and skills of self and others



15. Finds opportunities to recognize 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 (Needs Improvement) to green (Excels/ Role Model).

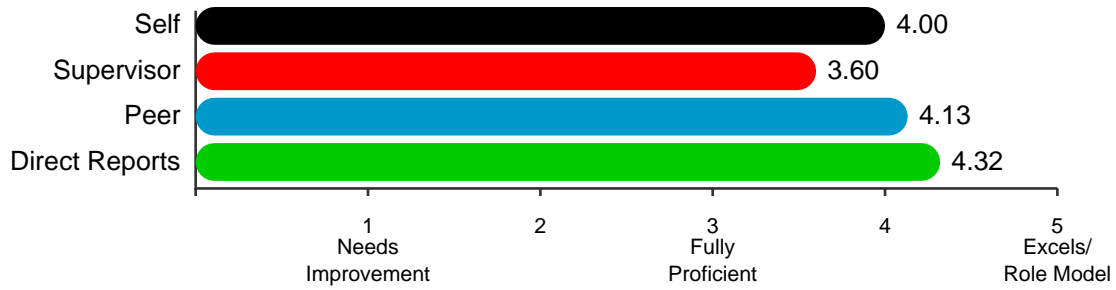
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Makes people around them feel appreciated and valued.	15	4.60	100.0	40%	60%	
12. Recognizes team members who offer a significant contribution to a project.	15	4.27	100.0	73%	27%	
13. Offers recognition in a timely manner.	15	4.33	100.0	67%	33%	
14. Recognizes the abilities and skills of self and others	15	3.93	73.3	27%	53%	20%
15. Finds opportunities to recognize others.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_ works to keep up but a lot of new concepts.
- \_\_\_ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- \_\_\_ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- \_\_\_ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.

# Bias for Action

## Summary Scores



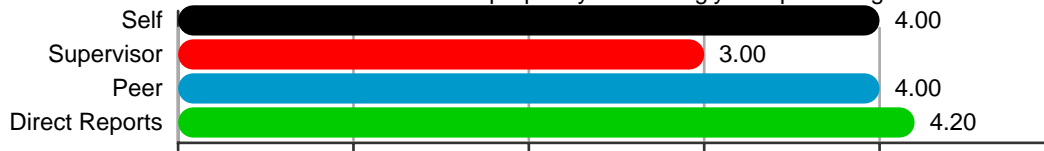
### 16. Conveys a sense of urgency about addressing problems and opportunities



### 17. Completes work on time



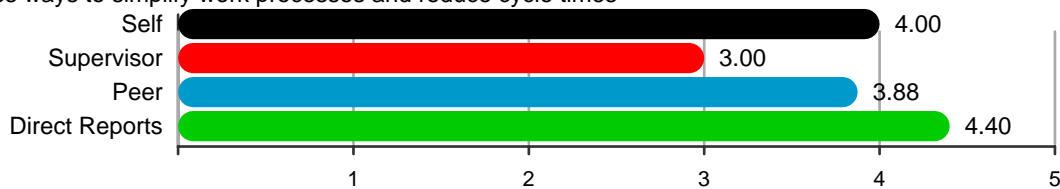
### 18. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



### 19. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



### 20. Identifies ways to simplify work processes and reduce cycle times



## 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).

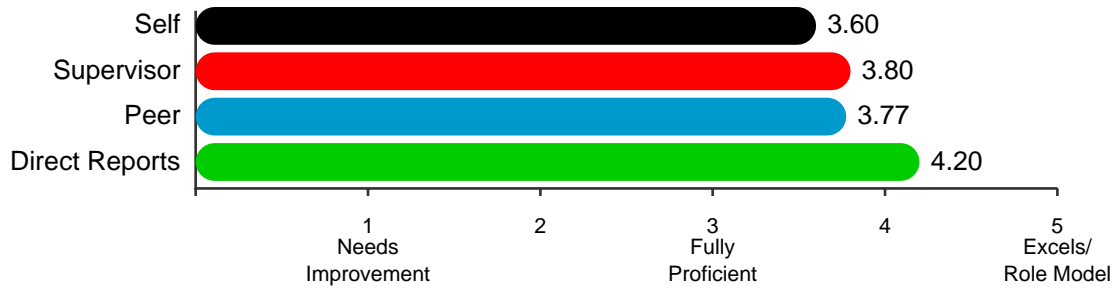
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Conveys a sense of urgency about addressing problems and opportunities	15	4.33	86.7	13%	40%	47%	
17. Completes work on time	15	4.27	93.3	7%	60%	33%	
18. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	14	4.00	92.9	7%	86%	7%	
19. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	14	4.14	85.7	7%	7%	50%	36%
20. Identifies ways to simplify work processes and reduce cycle times	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- \_\_\_ is a very good leader.
- I think she is the kind of manager our department has needed and will continue to need.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- As \_\_\_ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- \_\_\_ 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.
- \_\_\_ has improved our means of communication within the department and is receptive to suggestions from her employees.

# Goals

## Summary Scores



### 21. Establishes and documents goals and objectives.



### 22. Conducts timely follow-up; keeps others informed on a need to know basis.



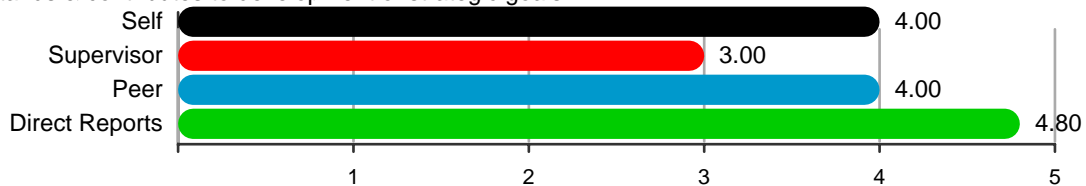
### 23. Goal Setting



### 24. Achieves established goals.



### 25. Understands & contributes to development of strategic goals.



## 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).

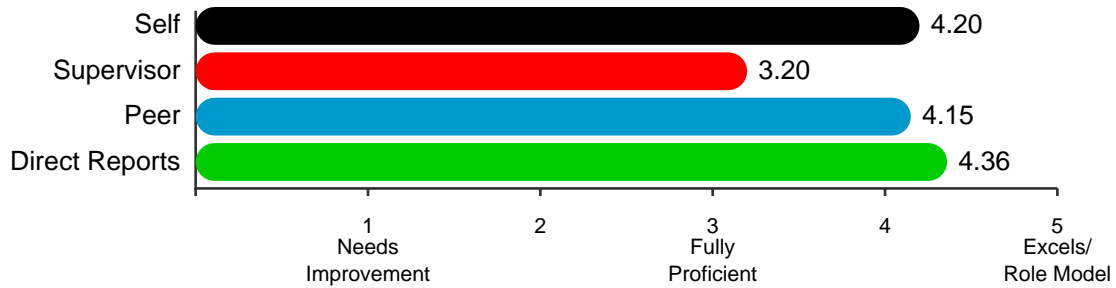
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Establishes and documents goals and objectives.	15	4.00	66.7	13%	20%	20%	47%
22. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.47	53.3	13%	33%	47%	7%
23. Goal Setting	15	3.60	66.7	13%	20%	60%	7%
24. Achieves established goals.	15	4.27	86.7	7%	7%	40%	47%
25. Understands & contributes to development of strategic goals.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

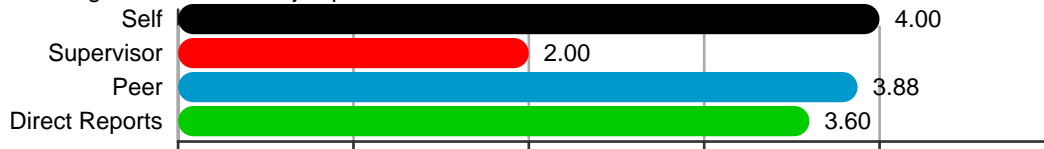
- \_\_\_ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_ and get an honest response.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- \_\_\_ is very good at reading people which enables her to respond quickly and appropriately.
- Cannot think of anything
- 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.

# Continual Learning

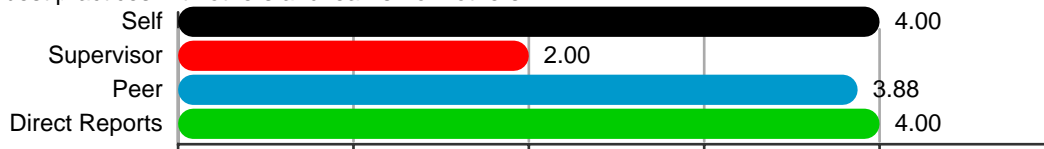
## Summary Scores



### 26. Pursues learning that will enhance job performance.



### 27. Shares best practices with others and learns from others.



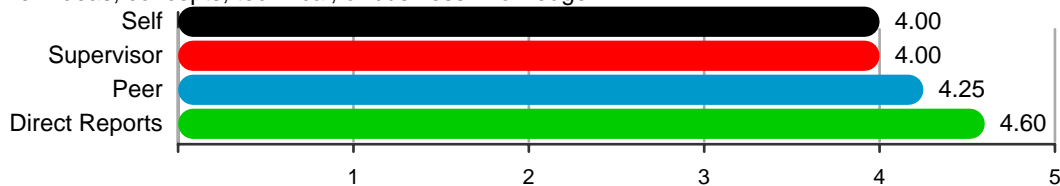
### 28. Improves on their skill sets.



### 29. Views setbacks as opportunities to learn from.



### 30. Grasps new ideas, concepts, technical, or business knowledge.



## Level of Skill

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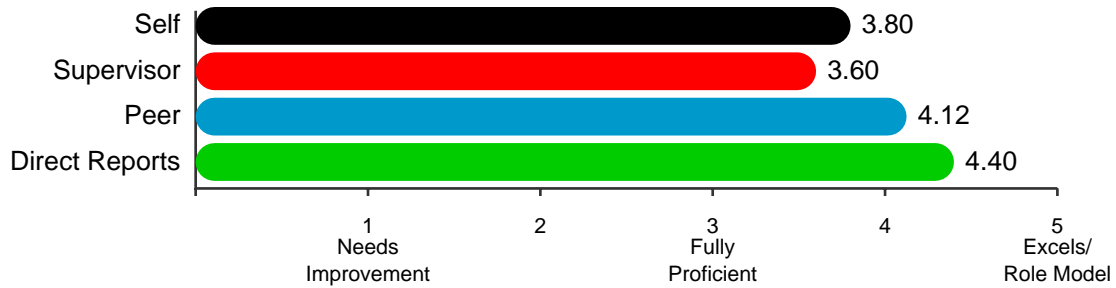
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Pursues learning that will enhance job performance.	15	3.67	66.7	20%	13%	47%		20%
27. Shares best practices with others and learns from others.	15	3.80	73.3	20%	7%	47%		27%
28. Improves on their skill sets.	15	4.33	86.7	13%		40%		47%
29. Views setbacks as opportunities to learn from.	15	4.67	100.0			33%		67%
30. Grasps new ideas, concepts, technical, or business knowledge.	15	4.33	100.0			67%		33%

### Comments:

- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- \_\_\_ offers support to her managers in a style that is engaging, consistent, and motivating.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- I have found \_\_\_ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- \_\_\_ is respected by the team and they openly seek out her advise or opinion.
- She collaborates with all departments and operates under shared governance.

# Change Management

## Summary Scores



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



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



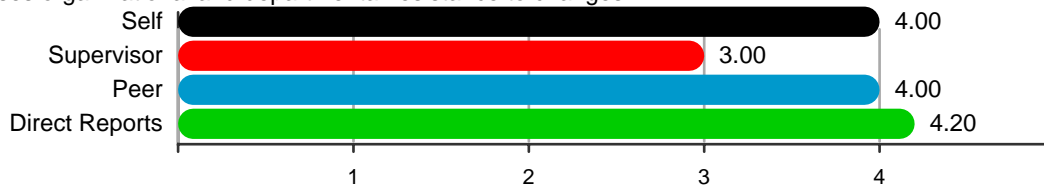
33. Able to get team members to change their attitudes.



34. Assists others in understanding changes to the organization.



35. Addresses organizational and departmental resistance to 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 (Needs Improvement) to green (Excels/ Role Model).

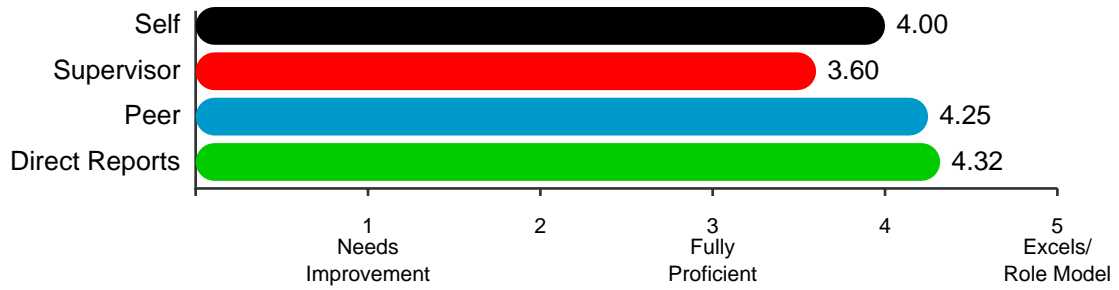
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Supports new initiatives for organizational changes to improve effectiveness.	15	4.07	80.0	20%	53%	27%
32. Supports the Company's efforts to implement changes.	15	4.47	100.0		53%	47%
33. Able to get team members to change their attitudes.	15	4.13	80.0	20%	47%	33%
34. Assists others in understanding changes to the organization.	15	4.13	86.7	13%	60%	27%
35. Addresses organizational and departmental resistance to changes.	15	4.00	80.0	20%	60%	20%

### Comments:

- I know I can always count on \_\_\_ to consistently encourage collaboration and system perspective.
- \_\_\_ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- \_\_\_ Communicated well with her staff, as we define our new roles \_\_\_ is always there to give us direction.
- \_\_\_ 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.
- She communicates clearly and responds to request without unnecessary delay.

# Cultural Awareness

## Summary Scores



36. Is aware of cultural differences in business etiquette.



37. Open to learning about different cultures.



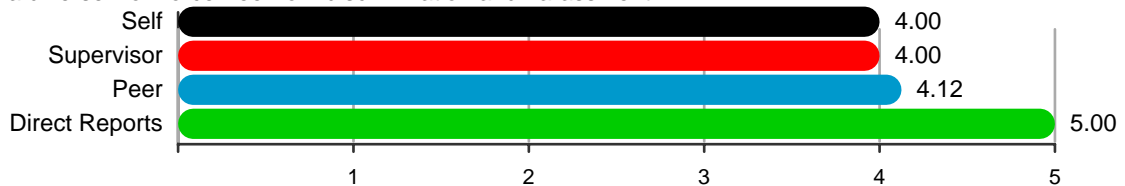
38. Respects others regardless of age, race, gender, nationality, or disability.



39. Supports and mentors others that may have different cultural backgrounds.



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



## 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
36. Is aware of cultural differences in business etiquette.	15	4.33	100.0	67%				33%
37. Open to learning about different cultures.	15	3.93	80.0	13%	7%	53%		27%
38. Respects others regardless of age, race, gender, nationality, or disability.	15	4.27	86.7	13%	47%			40%
39. Supports and mentors others that may have different cultural backgrounds.	15	4.13	86.7	13%	60%			27%
40. Fosters a diverse workforce free from discrimination and harassment.	15	4.40	93.3	7%	47%		47%	

### Comments:

- \_\_\_ 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.
- She has been a great addition to the department in this area.
- Everyone who works with \_\_\_ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- Could be more self-aware of impact on other team members
- \_\_\_ is an excellent Director.
- \_\_\_ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.

## 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?

- Timeliness and accountability of projects.
- I have truly appreciated her guidance.
- She has worked hard to understand people's strengths and what they need from her.
- 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.
- \_\_\_ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- She walks the walk and talks the talk.

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

- Our organization is a better place because of her and her future focus.
- I think \_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_ took over and I feel \_\_\_ has risen to the occasion and handled herself well.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- Personality. Great Mentor and Leader. Talented.
- I have found \_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- 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.

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

- \_\_\_ 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.
- 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.
- She has deep technical expertise in a number of areas of human resource management.
- \_\_\_ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- \_\_\_ is passionate about her role and does a fantastic job of working with other departments to improve process flows.

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

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- Provide and solicit more frequent feedback.

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

- I am VERY fortunate to be on her team and part of this division.
- \_\_\_ is a hands on leader in our program.
- \_\_\_ teams with others to improve communication and process.
- \_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- \_\_\_ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.

### Any final comments?

- She is open to new ideas and ways to improve the service we provide.
- She could improve with a take charge attitude.
- Dedicated to the customer and community, she is worth her weight in gold.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- Very much appreciate \_\_\_'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- \_\_\_ would be my choice for permanent manager of the department.