

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

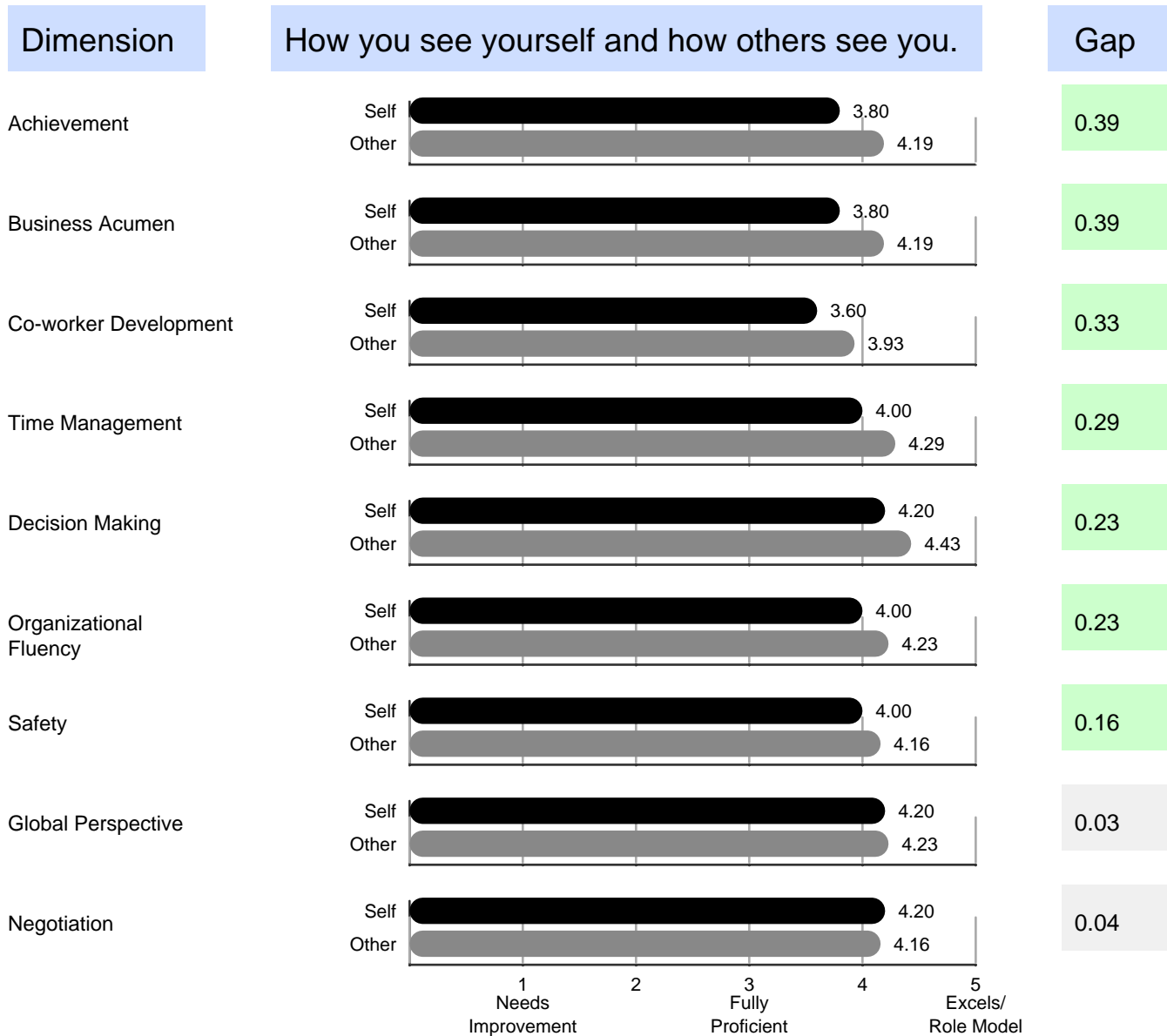
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



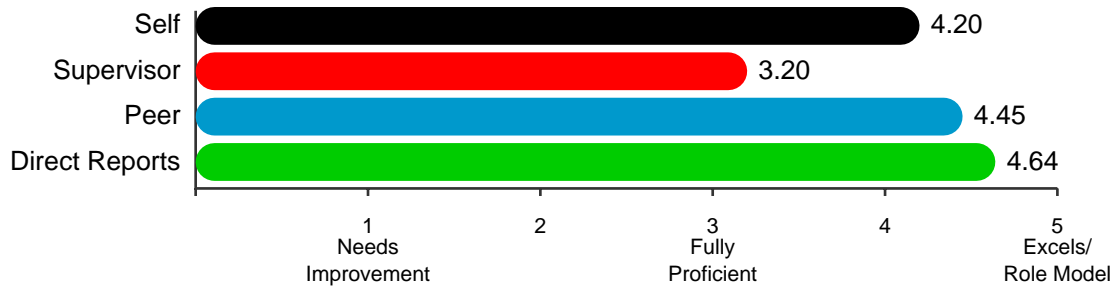
Gap Analysis

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.



Decision Making

Summary Scores



1. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



2. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



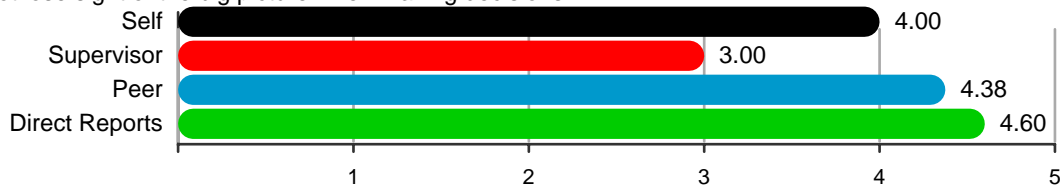
3. Seeks input from key people who should be involved in, or will be affected by, decisions



4. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently



5. Does not lose sight of the big picture when making decisions



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).

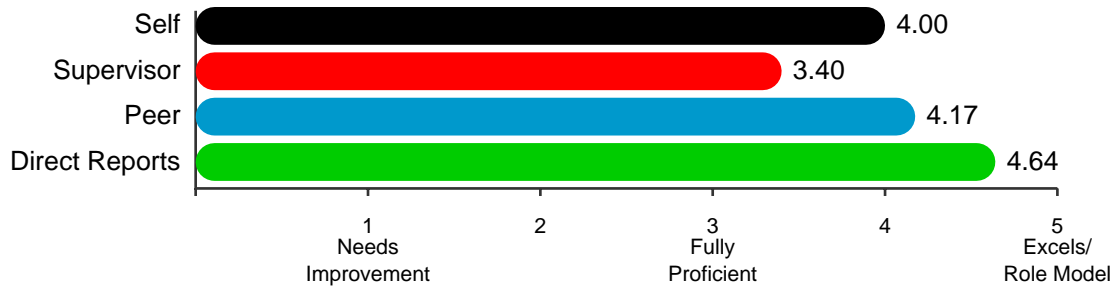
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.20	93.3	7%	67%	27%
2. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	4.87	100.0	13%	87%	
3. Seeks input from key people who should be involved in, or will be affected by, decisions	15	4.27	93.3	7%	60%	33%
4. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	4.40	86.7	13%	33%	53%
5. Does not lose sight of the big picture when making decisions	15	4.33	93.3	7%	53%	40%

Comments:

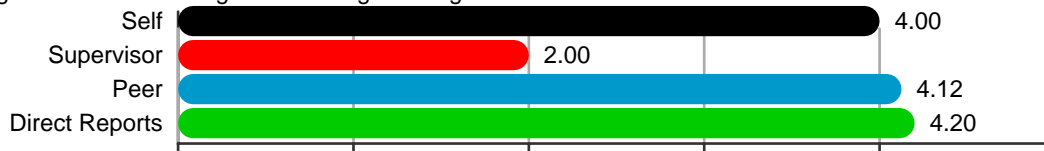
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.

Time Management

Summary Scores



6. Uses agendas when chairing or facilitating meetings.



7. Deals effectively with interruptions.



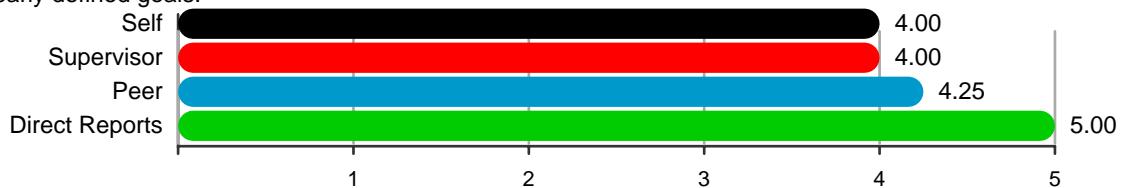
8. Does not procrastinate.



9. Makes time for developing plans and schedules.



10. Sets clearly defined goals.



Level of Skill

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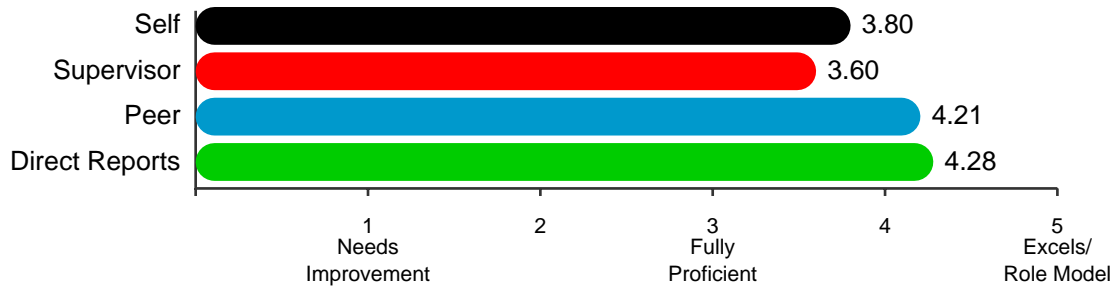
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Uses agendas when chairing or facilitating meetings.	15	4.00	80.0	7%	13%	53%	27%
7. Deals effectively with interruptions.	15	4.07	80.0		20%	53%	27%
8. Does not procrastinate.	15	4.33	93.3	7%		47%	47%
9. Makes time for developing plans and schedules.	15	4.47	93.3	7%		40%	53%
10. Sets clearly defined goals.	15	4.47	93.3	7%		40%	53%

Comments:

- Could be more self-aware of impact on other team members
- She includes appropriate people in her decisions and follows through on decisions made.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- 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.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.

Achievement

Summary Scores



11. Strives to meet goals and objectives.



12. Is flexible in adjusting priorities to meet the demands of changing situations.



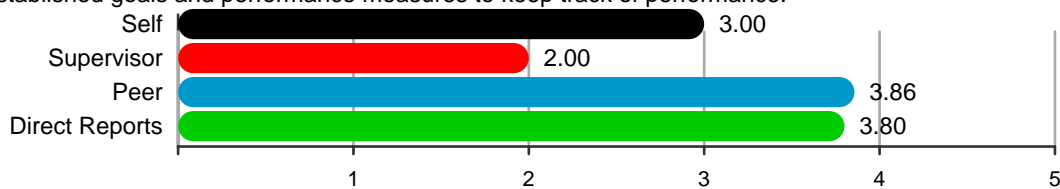
13. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.



14. Completes work promptly and efficiently.



15. Uses established goals and performance measures to keep track of performance.



Level of Skill

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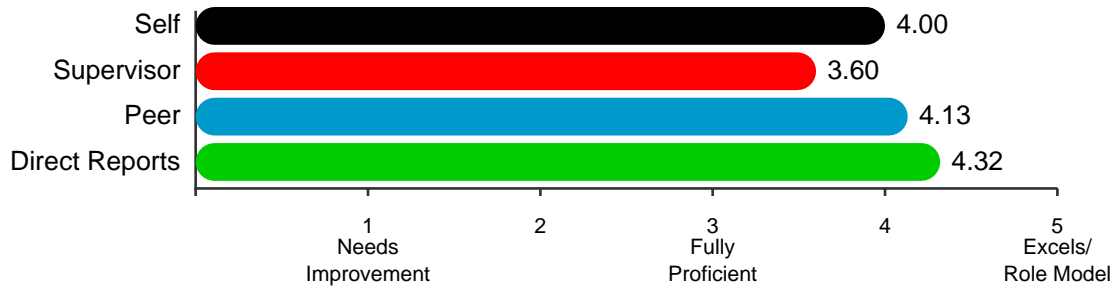
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Strives to meet goals and objectives.	15	4.60	100.0	40%	60%	
12. Is flexible in adjusting priorities to meet the demands of changing situations.	15	4.27	100.0	73%	27%	
13. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	4.33	100.0	67%	33%	
14. Completes work promptly and efficiently.	15	3.93	73.3	27%	53%	20%
15. Uses established goals and performance measures to keep track of performance.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- She is eager to learn and eager to share knowledge.
- She make sure the team effort not only succeed on paper.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- She is a high energy individual, with a level of integrity that goes above and beyond.

Safety

Summary Scores



16. Creates accurate and effective measures of safety.



17. Ensures compliance with safety regulations.



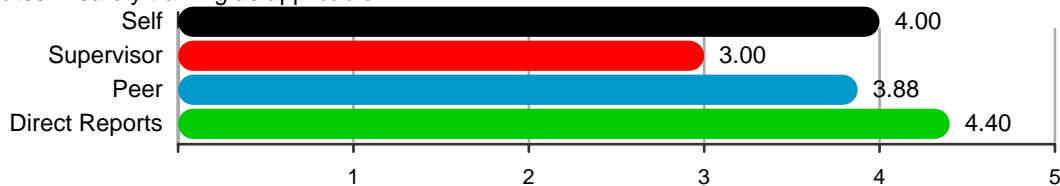
18. Performs work safely.



19. Identifies predictable hazards in the workplace.



20. Participates in safety training as applicable.



Level of Skill

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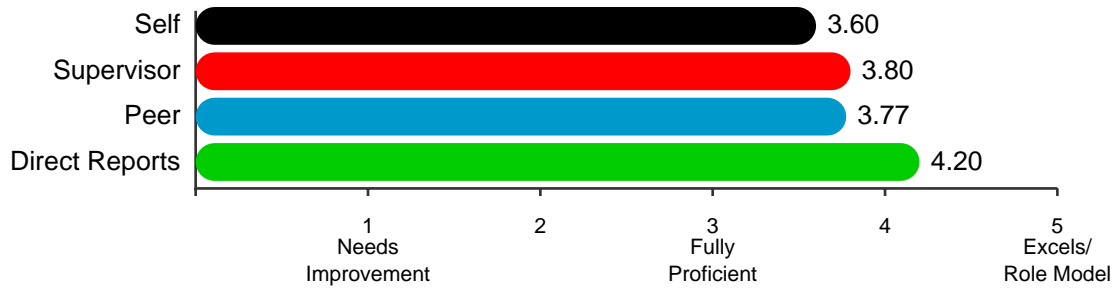
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Creates accurate and effective measures of safety.	15	4.33	86.7	13%	40%	47%	
17. Ensures compliance with safety regulations.	15	4.27	93.3	7%	60%	33%	
18. Performs work safely.	14	4.00	92.9	7%	86%	7%	
19. Identifies predictable hazards in the workplace.	14	4.14	85.7	7%	7%	50%	36%
20. Participates in safety training as applicable.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- She is, quite simply, the best boss I've ever had.
- ___ is a great manager, committed to each employee in our department.
- ___ is an intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.

Co-worker Development

Summary Scores



21. Gives others development opportunities through project assignments and increased job responsibilities



22. Takes immediate action on poor performance



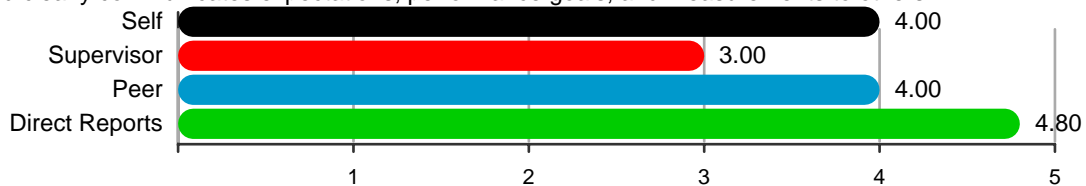
23. Adapts coaching and mentoring approach to meet the style or needs of individuals



24. Provides ongoing feedback to co-workers on their development progress



25. Sets and clearly communicates expectations, performance goals, and measurements to others



Level of Skill

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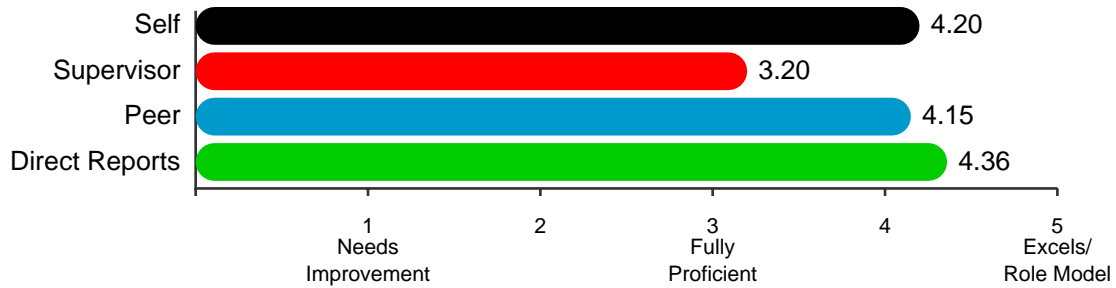
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Gives others development opportunities through project assignments and increased job responsibilities	15	4.00	66.7	13%	20%	20%		47%
22. Takes immediate action on poor performance	15	3.47	53.3	13%	33%		47%	7%
23. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.60	66.7	13%	20%		60%	7%
24. Provides ongoing feedback to co-workers on their development progress	15	4.27	86.7	7%	7%	40%		47%
25. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.20	80.0	7%	13%	33%		47%

Comments:

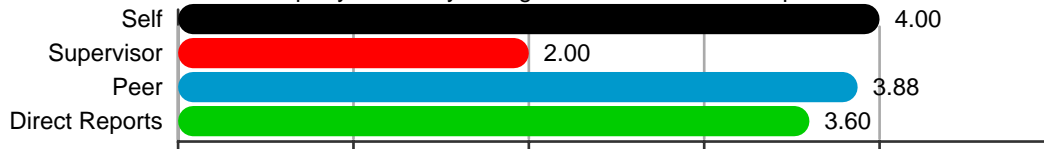
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- ___ needs no improvement
- Having a routine for schedule and coming to office more frequently
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.

Negotiation

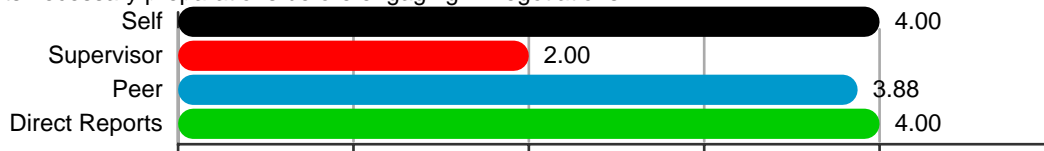
Summary Scores



26. Researches the needs of the other party to identify strengths and weaknesses of positions.



27. Conducts necessary preparations before engaging in negotiations.



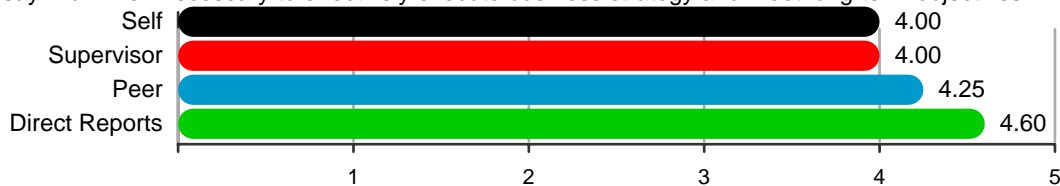
28. Able to control their emotional responses and correctly gauge the emotions of others.



29. Is flexible in responses.



30. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.



Level of Skill

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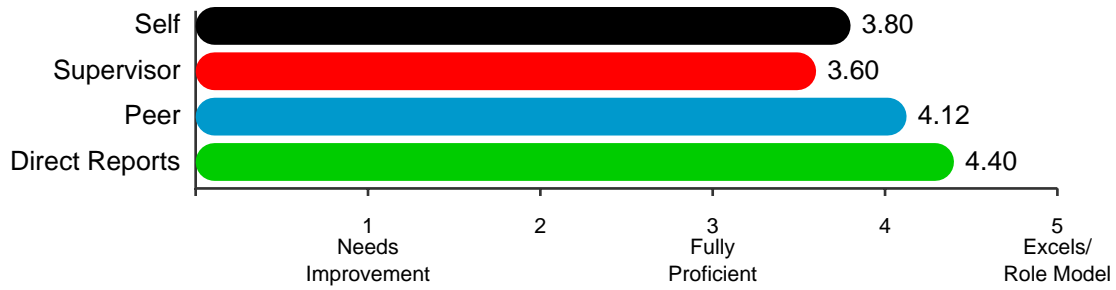
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	3.67	66.7	20%	13%	47%		20%
27. Conducts necessary preparations before engaging in negotiations.	15	3.80	73.3	20%	7%	47%		27%
28. Able to control their emotional responses and correctly gauge the emotions of others.	15	4.33	86.7	13%		40%		47%
29. Is flexible in responses.	15	4.67	100.0			33%		67%
30. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.33	100.0			67%		33%

Comments:

- ___ does an excellent job in her role.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ has done a wonderful job in supporting her team and making herself available.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- 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.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.

Business Acumen

Summary Scores



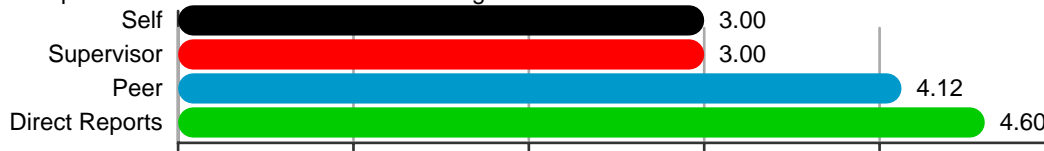
31. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



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



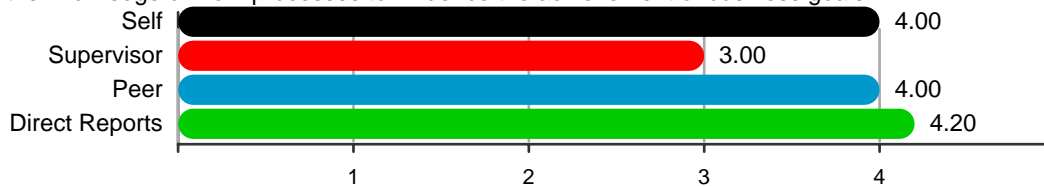
33. Considers impact of actions on other areas of the organization.



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



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



Level of Skill

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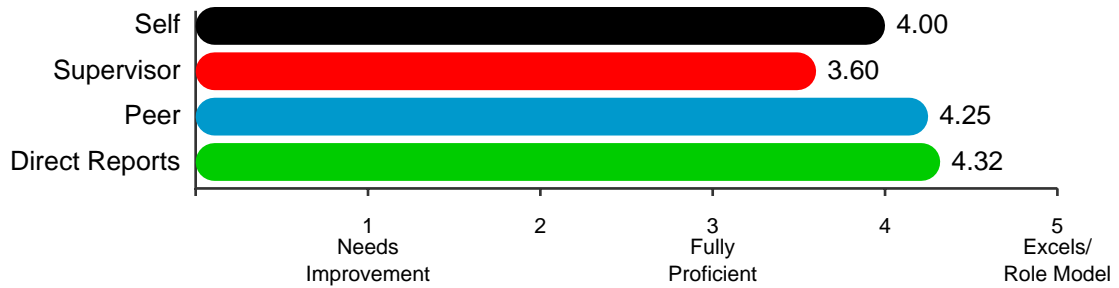
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.07	80.0	20%	53%	27%
32. Asks the 'right' questions to size up or evaluate situations.	15	4.47	100.0		53%	47%
33. Considers impact of actions on other areas of the organization.	15	4.13	80.0	20%	47%	33%
34. Able to align resources to meet the business needs of the company.	15	4.13	86.7	13%	60%	27%
35. Applies the knowledge of work processes to influence the achievement of business goals	15	4.00	80.0	20%	60%	20%

Comments:

- She is friendly, courteous, and kind all while being very professional.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- You could check for clarity in expectations more frequently.
- She is showing more comfort in providing and receiving critical feedback.
- ___ established an environment in which teamwork and creativity flourished.

Organizational Fluency

Summary Scores



36. Understands departmental policies and procedures.



37. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



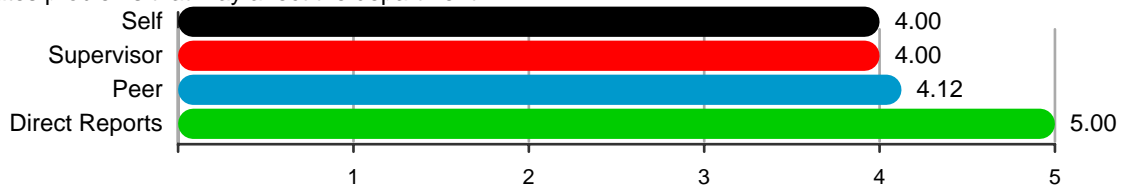
38. Able to explain departmental policies and procedures to others.



39. Adept at navigating within the culture of the department.



40. Anticipates problems that may affect the department.



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).

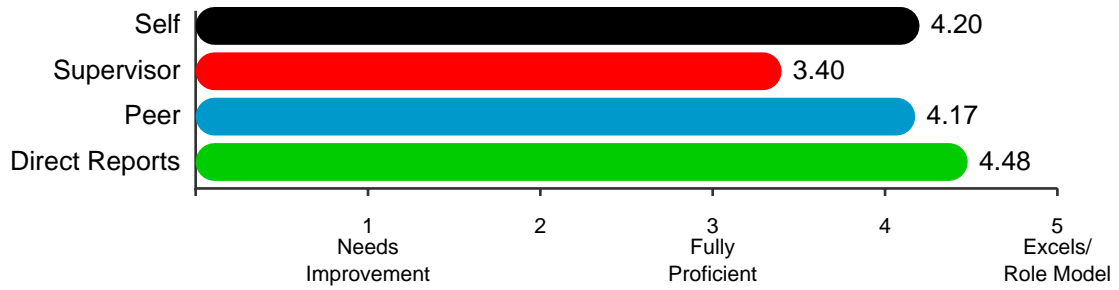
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Understands departmental policies and procedures.	15	4.33	100.0			67%		33%
37. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.93	80.0	13%	7%	53%		27%
38. Able to explain departmental policies and procedures to others.	15	4.27	86.7	13%		47%		40%
39. Adept at navigating within the culture of the department.	15	4.13	86.7	13%		60%		27%
40. Anticipates problems that may affect the department.	15	4.40	93.3	7%		47%		47%

Comments:

- She sets her expectations high, and delivers a high level of performance herself.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- ___ has made great strides with increasing communication and teamwork within her reports.
- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].

Global Perspective

Summary Scores



41. Understands how cultures differ and how these differences impact work behavior.



42. Is able to work with individuals having different backgrounds and cultures.



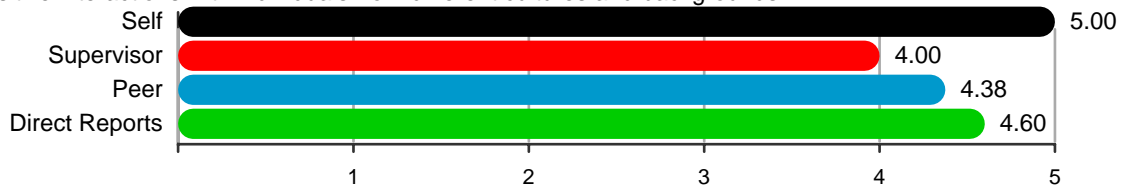
43. Demonstrates working knowledge of global transactions.



44. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.



45. Has positive interactions with individuals from different cultures and backgrounds.



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
41. Understands how cultures differ and how these differences impact work behavior.	15	4.33	93.3	7%	53%	40%
42. Is able to work with individuals having different backgrounds and cultures.	15	4.20	80.0	20%	40%	40%
43. Demonstrates working knowledge of global transactions.	15	4.13	86.7	13%	60%	27%
44. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.00	86.7	13%	73%	13%
45. Has positive interactions with individuals from different cultures and backgrounds.	15	4.47	93.3	7%	40%	53%

Comments:

- She can fall behind on projects without providing timely feedback.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- ___ works to keep up but a lot of new concepts.
- ___ routinely goes out of her way to make work a more engaging experience.
- Is reliable and keeps the team focused on the delivery of outcomes.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.

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?

- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- She is a great teammate.
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ has been so helpful to me as a new manager.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.

What do you like best about working with this individual?

- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- I admire ___ for showing courage, compassion and committment during her recent team sessions.
- ___ 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.
- ___ models teamwork; she is always wiling to go the extra mile to assist on a project or help a co-worker.
- She is very responsive when asked for input or her assistance is requested.

What do you like least about working with this individual?

- She is open to new ideas and ways to improve the service we provide.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- ___ 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.

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

- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- ___ established an environment in which teamwork and creativity flourished.
- just know going through the hiring process with her.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- ___ 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?

- While encouraging folks to continue with their education, she is also continuing with her education.
- ___ has done a wonderful job in supporting her team and making herself available.
- She has a calm demeanor and willingness to help with anything.
- She seems to be well respected from members of her own team as well.
- Great addition to our team!
- Strive for excellence. Willing to learn. Implement advice from others.

Any final comments?

- ___ is very responsive and provides great support service.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- In one word I can summarize ___ in leadership skill. WOW!
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ is trusting her team, and expecting high standards of behavior from all employees.