



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.

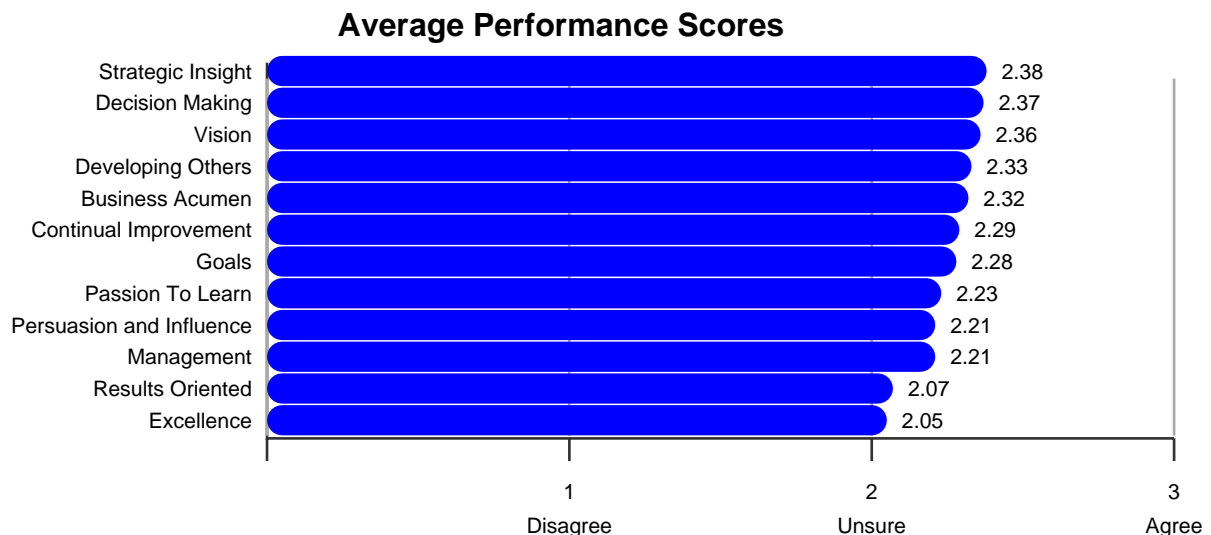
What to Do with Your Feedback

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 12 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.



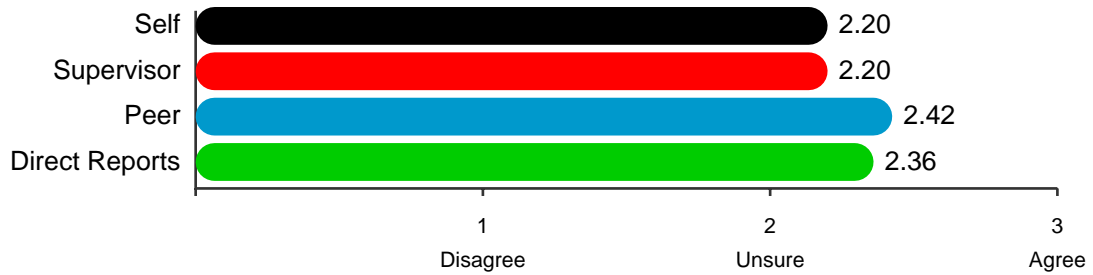
Gap Analysis

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

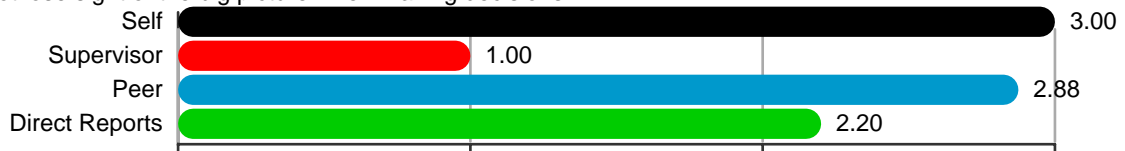
Summary Scores



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



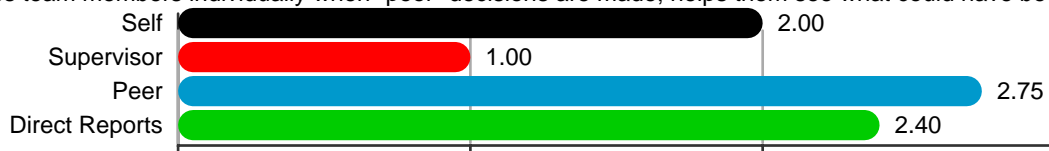
2. Does not lose sight of the big picture when making decisions



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



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



5. Is able to make decisions quickly.



Level of Skill

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

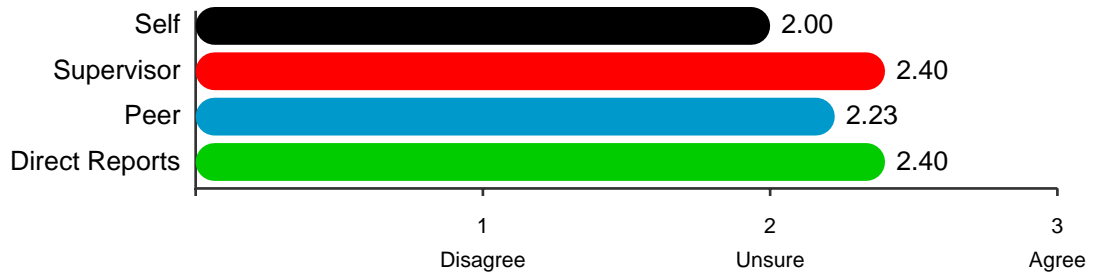
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Seeks input from key people who should be involved in, or will be affected by, decisions	15	2.27	33.3	7%	60%	33%
2. Does not lose sight of the big picture when making decisions	15	2.53	73.3	20%	7%	73%
3. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	2.33	40.0	7%	53%	40%
4. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	2.47	53.3	7%	40%	53%
5. Is able to make decisions quickly.	15	2.27	40.0	13%	47%	40%

Comments:

- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ___ 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.
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

Goals

Summary Scores



6. Makes sure that team members have a clear idea of our group's goals.



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



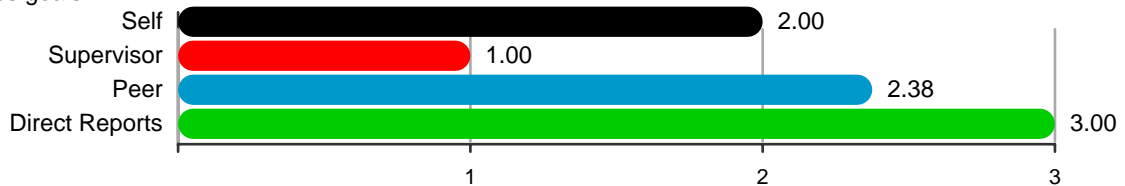
8. Makes sure that I have a clear idea of our group's goals.



9. Goal Setting



10. Achieves goals.



Level of Skill

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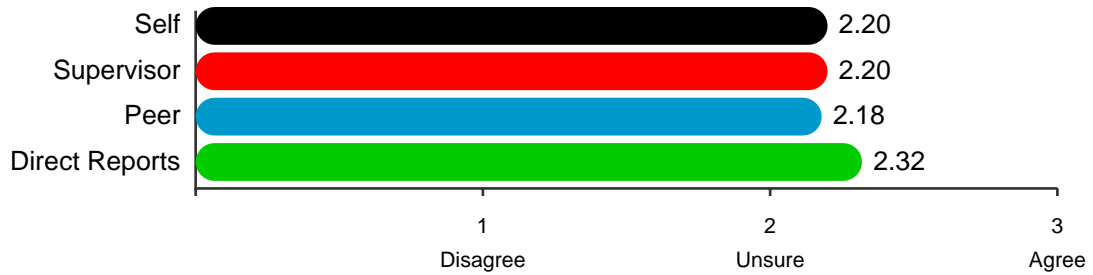
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Makes sure that team members have a clear idea of our group's goals.	15	2.13	33.3	20%	47%	33%
7. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.07	26.7	20%	53%	27%
8. Makes sure that I have a clear idea of our group's goals.	15	2.33	40.0	7%	53%	40%
9. Goal Setting	15	2.40	53.3	13%	33%	53%
10. Achieves goals.	15	2.47	60.0	13%	27%	60%

Comments:

- I really appreciate her as a member of the team.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- 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 ___.
- Needs to have more face-to-face communications with other employees in the company.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.

Passion To Learn

Summary Scores



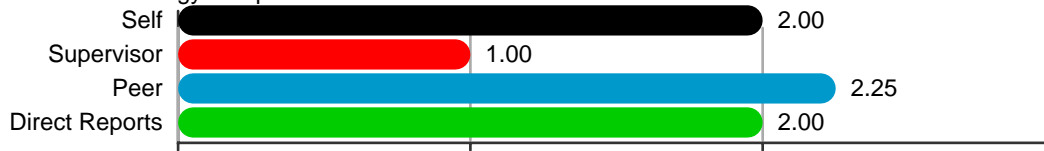
11. Enhances value to the company through additional training and development.



12. Creates an environment that supports personal development and exploration.



13. Embraces new technology and procedures.



14. Constantly enhances product knowledge through experimentation and play.



15. Holds self and associates accountable for goal achievement.



Level of Skill

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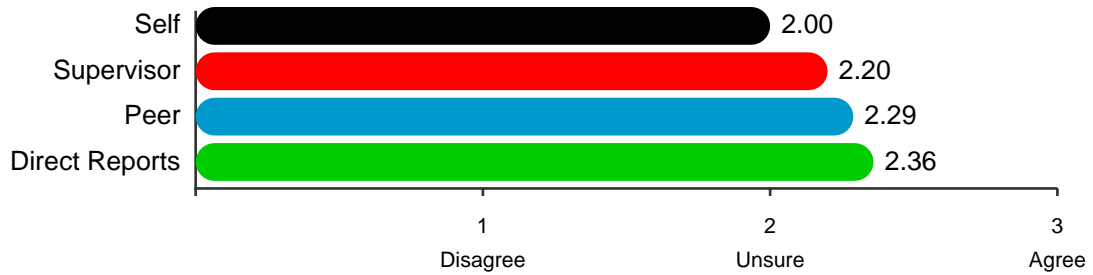
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Enhances value to the company through additional training and development.	15	2.33	40.0	7%	53%	40%
12. Creates an environment that supports personal development and exploration.	15	2.07	20.0	13%	67%	20%
13. Embraces new technology and procedures.	15	2.07	26.7	20%	53%	27%
14. Constantly enhances product knowledge through experimentation and play.	15	2.27	40.0	13%	47%	40%
15. Holds self and associates accountable for goal achievement.	14	2.43	50.0	7%	43%	50%

Comments:

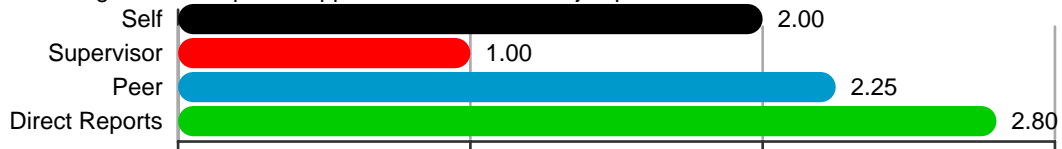
- Information is given concisely at meetings, and her explanations of all information is very clear.
- She translated the creative thinking into real change and solution that advanced our department.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- She is well respected by her peers and it is clear to see why.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- I appreciate ____'s willingness to share her knowledge with our team.

Continual Improvement

Summary Scores



16. Promotes training and development opportunities to enhance job performance.



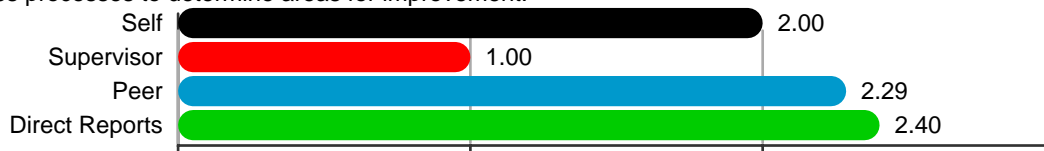
17. Looks for ways to expand and learn new job skills.



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



19. Analyzes processes to determine areas for improvement.



20. Open to the suggestions from others.



Level of Skill

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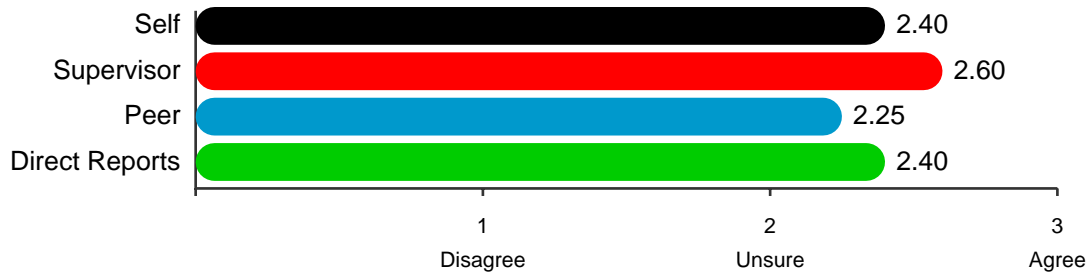
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Promotes training and development opportunities to enhance job performance.	15	2.33	46.7	13%	40%	47%
17. Looks for ways to expand and learn new job skills.	15	2.33	40.0	7%	53%	40%
18. Looks for ways to improve work processes and procedures.	14	2.00	14.3	14%	71%	14%
19. Analyzes processes to determine areas for improvement.	14	2.21	42.9	21%	36%	43%
20. Open to the suggestions from others.	15	2.53	60.0	7%	33%	60%

Comments:

- She can fall behind on projects without providing timely feedback.
- ___ 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 also very enthusiastic and energetic.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- ___ is very responsive and provides great support service.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

Developing Others

Summary Scores



21. Encourages employees through recognition of positive changes in behavior.



22. Creates a work environment that fosters positive feedback to employees.



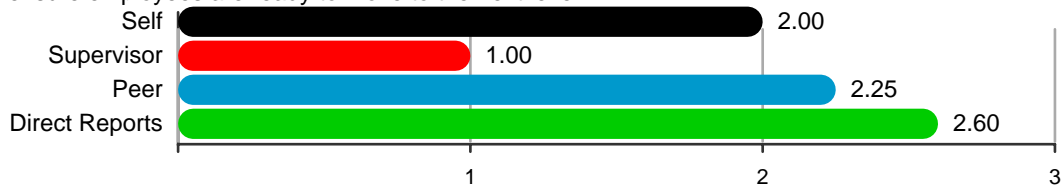
23. Creates opportunities for professional development.



24. Provides constructive feedback to others.



25. Tries to ensure employees are ready to move to the next level.



Level of Skill

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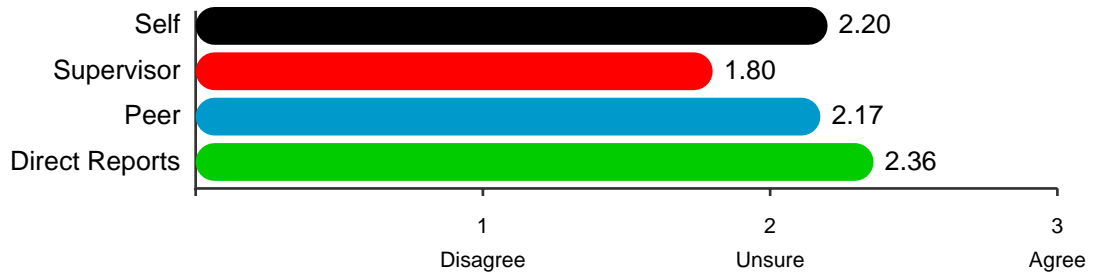
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Encourages employees through recognition of positive changes in behavior.	15	2.60	66.7	7%	27%	67%
22. Creates a work environment that fosters positive feedback to employees.	15	2.33	40.0	7%	53%	40%
23. Creates opportunities for professional development.	15	2.07	20.0	13%	67%	20%
24. Provides constructive feedback to others.	15	2.40	53.3	13%	33%	53%
25. Tries to ensure employees are ready to move to the next level.	15	2.27	53.3	27%	20%	53%

Comments:

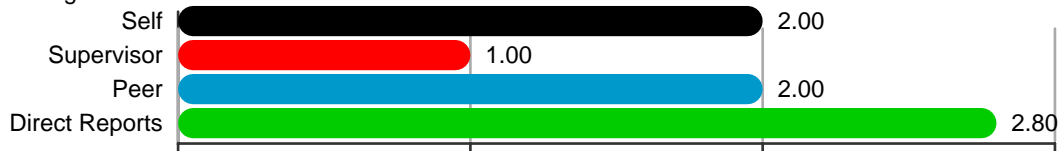
- She often involves her team in decision making and to determine how to achieve outcomes.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- She involves our team and holds us accountable out of respect.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

Persuasion and Influence

Summary Scores



26. Understanding what others need.



27. Communicates effectively with others.



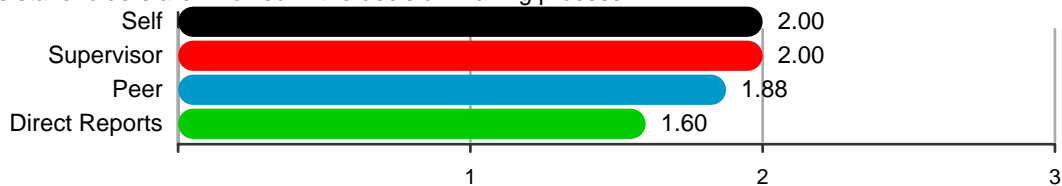
28. Seeks to obtain consensus or compromise.



29. Develops a good rapport with others.



30. Ensures stakeholders are involved in the decision making process.



Level of Skill

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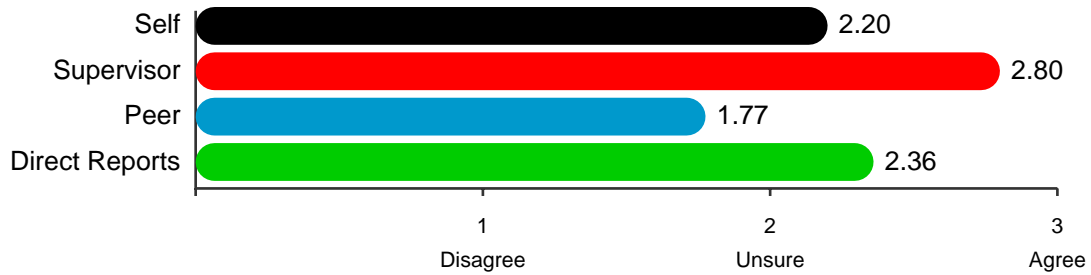
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Understanding what others need.	15	2.20	33.3	13%	53%	33%
27. Communicates effectively with others.	15	2.00	26.7	27%	47%	27%
28. Seeks to obtain consensus or compromise.	15	2.47	53.3	7%	40%	53%
29. Develops a good rapport with others.	15	2.60	60.0		40%	60%
30. Ensures stakeholders are involved in the decision making process.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ gives me feedback good and indifferent.
- Manager routinely demonstrates all of the above characteristics, as marked
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- She always responds in a timely manner and stays organized.
- Her positive attitude is constant.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.

Results Oriented

Summary Scores



31. Does not become distracted by non-issues or interruptions.



32. Explains the "whys" behind organizational objectives



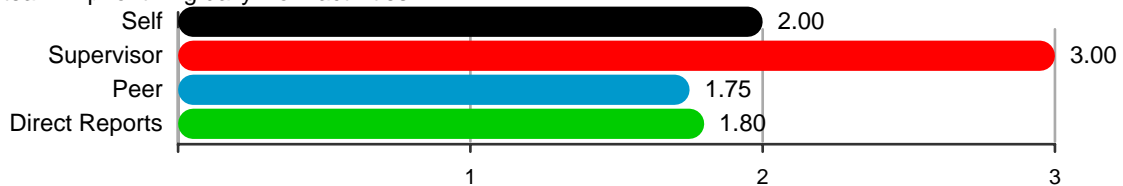
33. Stays focused on meeting the needs of customers.



34. Helps others when free-time is available.



35. Directs team in prioritizing daily work activities



Level of Skill

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

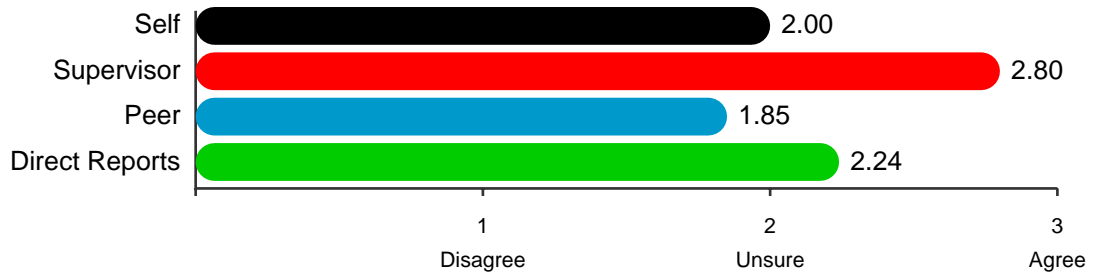
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Does not become distracted by non-issues or interruptions.	15	2.13	33.3	20%	47%	33%
32. Explains the "whys" behind organizational objectives	15	2.13	33.3	20%	47%	33%
33. Stays focused on meeting the needs of customers.	15	2.07	33.3	27%	40%	33%
34. Helps others when free-time is available.	15	2.13	26.7	13%	60%	27%
35. Directs team in prioritizing daily work activities	15	1.87	20.0	33%	47%	20%

Comments:

- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- She provided coaching and support to improve this individual's performance.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- She has a very engaging style which generates trust and respect.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

Excellence

Summary Scores



36. Demonstrates the analytical skills to do their job.



37. Takes a lot of pride in their work.



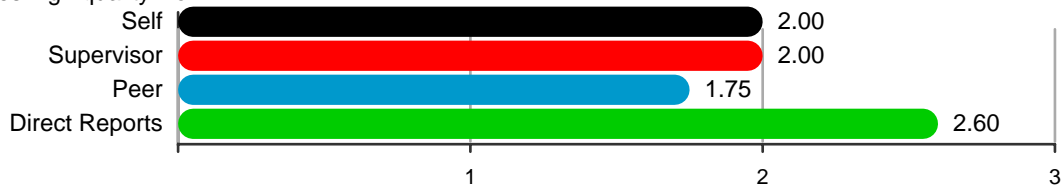
38. Is planful and organized.



39. Demonstrates the functional or technical skills necessary to do their job.



40. Produces high quality work.



Level of Skill

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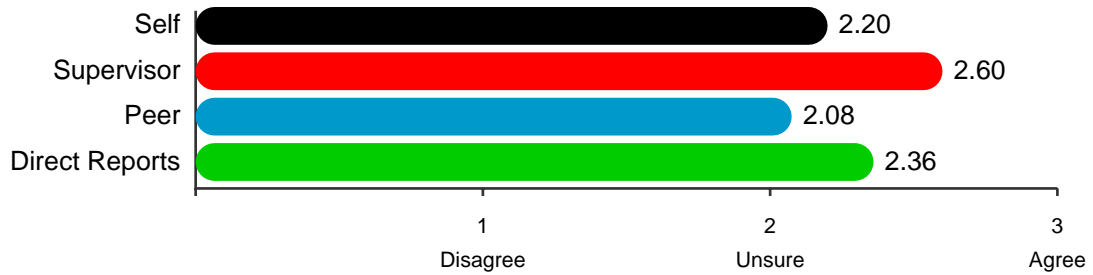
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Demonstrates the analytical skills to do their job.	15	1.87	20.0	33%	47%	20%
37. Takes a lot of pride in their work.	15	1.93	13.3	20%	67%	13%
38. Is planful and organized.	15	2.07	33.3	27%	40%	33%
39. Demonstrates the functional or technical skills necessary to do their job.	15	2.33	33.3		67%	33%
40. Produces high quality work.	15	2.07	33.3	27%	40%	33%

Comments:

- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- She desires to do great work.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- Always conducts herself in a professional manner.

Management

Summary Scores



41. Delegate tasks effectively



42. Keep staff informed about what is happening in the company



43. Makes you feel enthusiastic about your work



44. Takes responsibility for things that go wrong



45. Is ready to offer help



Level of Skill

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

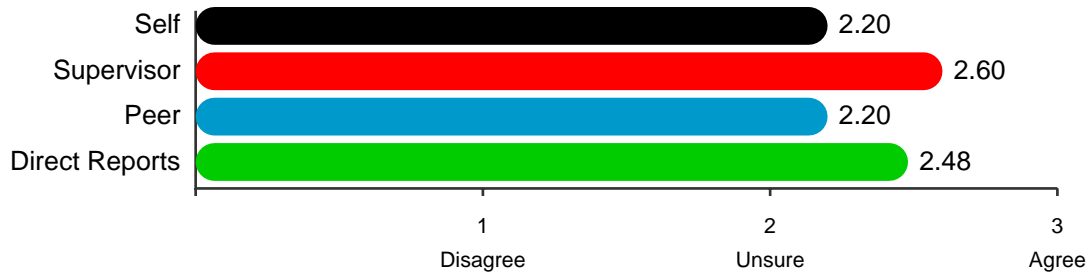
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Delegate tasks effectively	15	2.00	26.7	27%	47%	27%
42. Keep staff informed about what is happening in the company	15	2.13	33.3	20%	47%	33%
43. Makes you feel enthusiastic about your work	15	2.20	40.0	20%	40%	40%
44. Takes responsibility for things that go wrong	15	2.20	26.7	7%	67%	27%
45. Is ready to offer help	15	2.53	60.0	7%	33%	60%

Comments:

- ___ does not shy away from making the tough calls and is respected by many members of our team.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- She is an advocate for [CompanyName].
- She is very astute, proactive in problem solving, and a great team member.
- She provided coaching and support to improve this individual's performance.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.

Business Acumen

Summary Scores



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



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



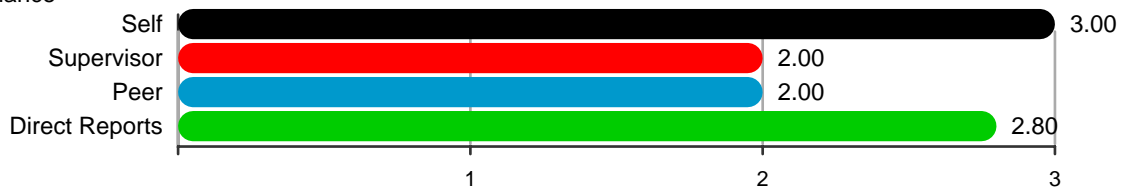
48. Applies the knowledge of work processes to influence the achievement of business goals



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



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



Level of Skill

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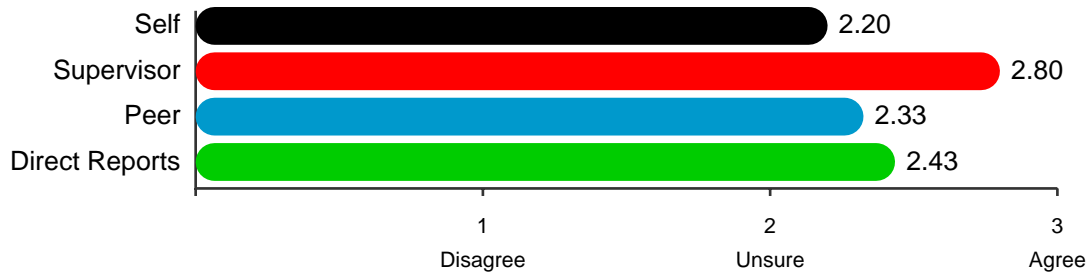
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Asks the 'right' questions to size up or evaluate situations.	15	2.27	26.7		73%	27%
47. Considers impact of actions on other areas of the organization.	15	2.13	26.7	13%	60%	27%
48. Applies the knowledge of work processes to influence the achievement of business goals	15	2.40	40.0		60%	40%
49. Able to align resources to meet the business needs of the company.	15	2.47	46.7		53%	47%
50. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.33	46.7	13%	40%	47%

Comments:

- ___'s priority is our customers and community.
- ___ is approachable and professional in her interaction with staff and with customers.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.

Strategic Insight

Summary Scores



51. Identifies potential problems before they become critical incidents.



52. Formulates policies and strategies for addressing the Company's important challenges.



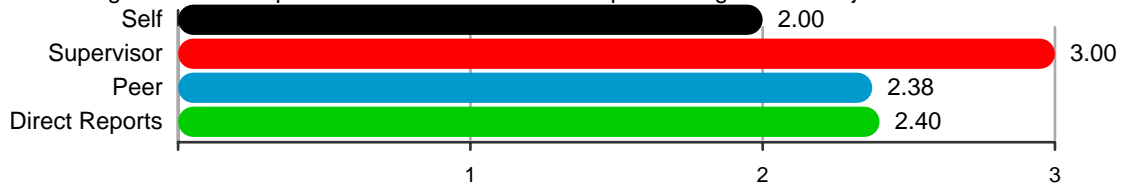
53. Identifies root causes of problems.



54. Analyzes records and reports to obtain insight into potential issues and trends.



55. Formulates strategies and action plans to ensure successful completion of goals and 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 (Disagree) to green (Agree).

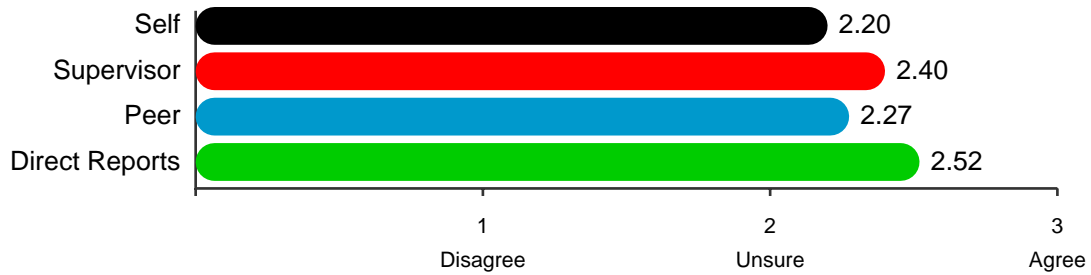
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Identifies potential problems before they become critical incidents.	14	2.21	28.6	7%	64%	29%
52. Formulates policies and strategies for addressing the Company's important challenges.	14	2.29	42.9	14%	43%	43%
53. Identifies root causes of problems.	15	2.53	53.3		47%	53%
54. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.47	46.7		53%	47%
55. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	2.40	40.0		60%	40%

Comments:

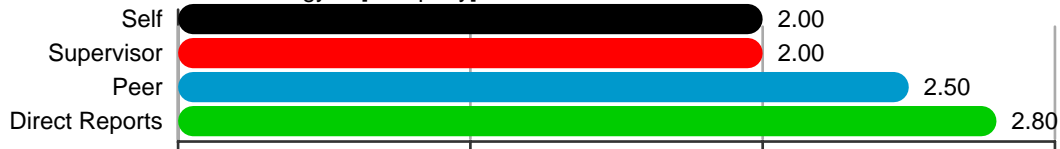
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- ___ excels at customer service and keeping our team focused on the customer.
- She could benefit from understanding about how to create resolution and clarity.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- She could benefit from becoming more comfortable challenging others.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.

Vision

Summary Scores



56. Communicates the vision and strategy of [Company]



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



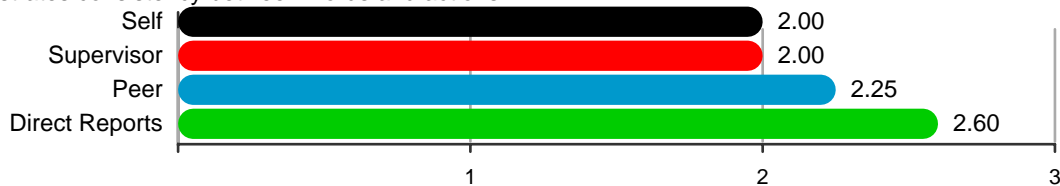
58. Communicates a vision of where the Company needs to be in the future.



59. Leads employees in new directions.



60. Demonstrates consistency between words and actions



Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Communicates the vision and strategy of [Company]	15	2.53	53.3	47%	53%	
57. Behaves in a way that is consistent with business values & code of conduct	15	2.33	33.3	67%	33%	
58. Communicates a vision of where the Company needs to be in the future.	15	2.33	33.3	67%	33%	
59. Leads employees in new directions.	15	2.27	26.7	73%	27%	
60. Demonstrates consistency between words and actions	15	2.33	33.3	67%	33%	

Comments:

- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___'s management style is excellent.
- ___ is a very effective leader and excellent communicator.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- I think she is doing really good work and I found that to be one area I could list that might help.
- She is a great teammate.

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 a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- ___ leads by example. Great Employee engagement.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- Be being better organized. It would help with prioritizing.

What do you like best about working with this individual?

- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- Closes off discussions with action plans.
- Initiative, attitude, and willingness to pitch in.
- She walks the walk and talks the talk.
- She has taken her team to the next level.
- Always has the company's best interest at heart.

What do you like least about working with this individual?

- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- She is truly dedicated to doing a good job, by helping us do a good job.

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

- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- She collaborates with all departments and operates under shared governance.
- ___ gives me feedback good and indifferent.
- Provides reinforcement and feedback within the context of the overall business strategy.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.

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

- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- ___ is very sharp and plays a vital role in this organization

Any final comments?

- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- Timely follow through.