



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.

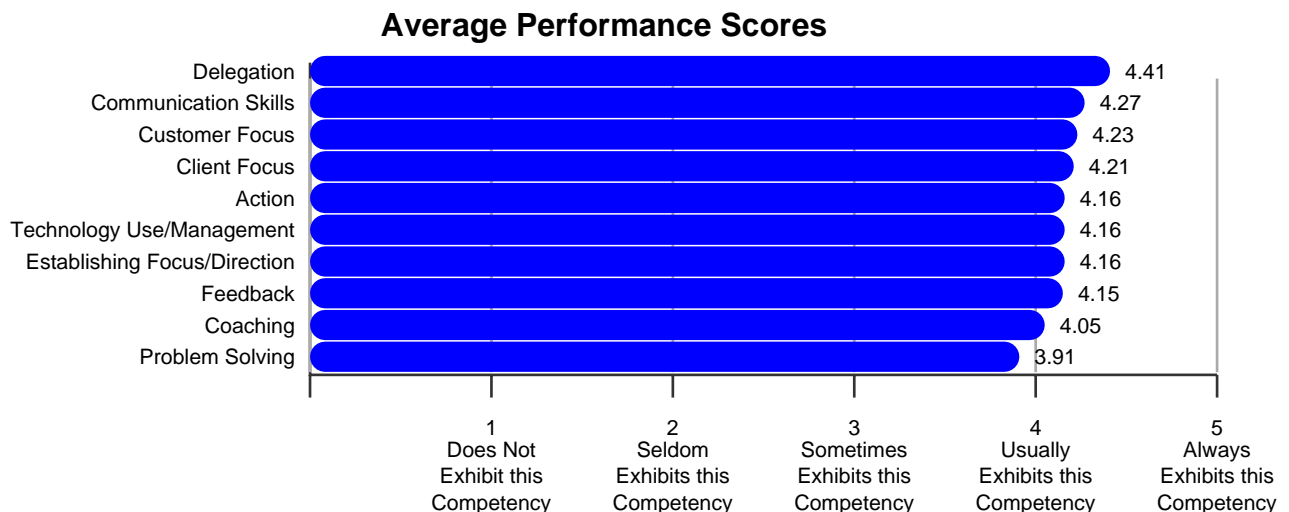
What to Do with Your Feedback

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.



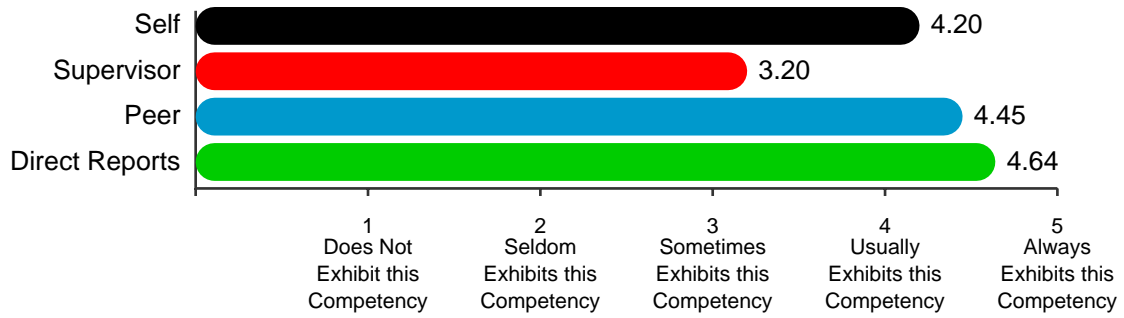
Gap Analysis

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.



Delegation

Summary Scores



1. Defines the roles, responsibilities, required actions, and deadlines for team members.



2. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



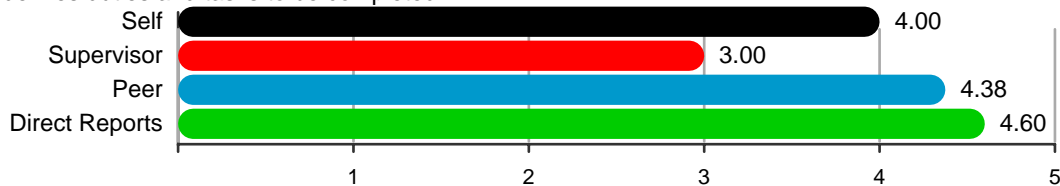
3. Assigns tasks to create learning opportunities for the employees.



4. Allows employees to decide how they wish to complete the tasks.



5. Clearly defines duties and tasks to be completed.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

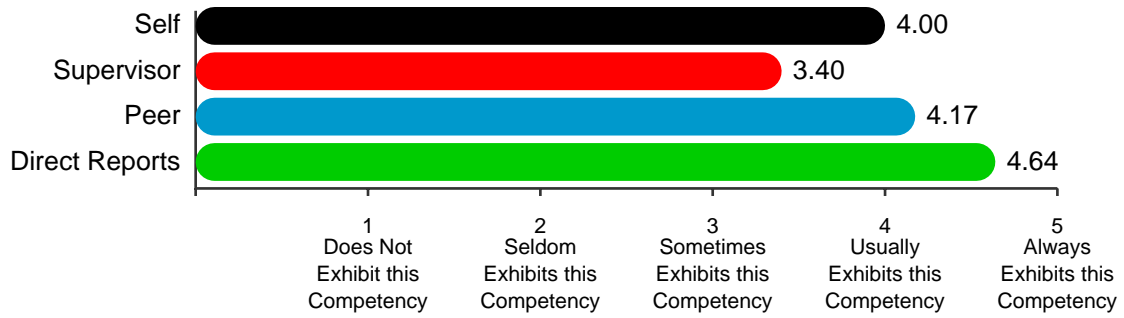
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.20	93.3	7%		67%		27%
2. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.87	100.0	13%		87%		
3. Assigns tasks to create learning opportunities for the employees.	15	4.27	93.3	7%		60%		33%
4. Allows employees to decide how they wish to complete the tasks.	15	4.40	86.7	13%	33%		53%	
5. Clearly defines duties and tasks to be completed.	15	4.33	93.3	7%		53%		40%

Comments:

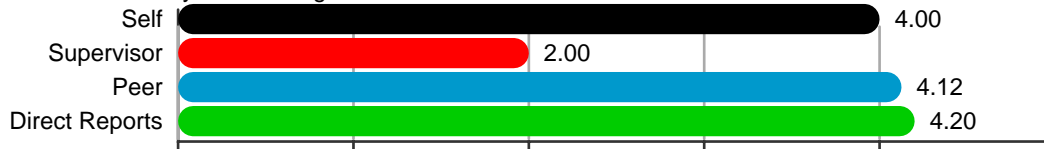
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.

Communication Skills

Summary Scores



6. Communicates effectively with colleagues and customers



7. Communications with department leadership



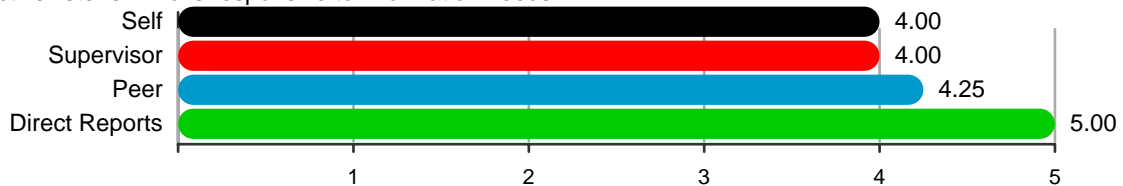
8. Able to demonstrate persuasiveness in pursuit of objectives.



9. Coaches others and provides feedback on the use of different oral communication styles for different audiences



10. An effective listener who is responsive to information needs.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

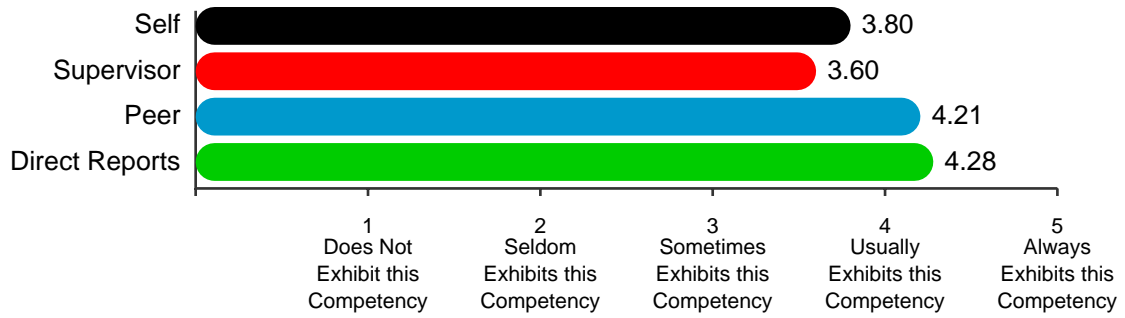
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Communicates effectively with colleagues and customers	15	4.00	80.0	7%	13%	53%	27%	
7. Communications with department leadership	15	4.07	80.0		20%	53%	27%	
8. Able to demonstrate persuasiveness in pursuit of objectives.	15	4.33	93.3	7%	47%	47%		
9. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	4.47	93.3	7%	40%	53%		
10. An effective listener who is responsive to information needs.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- He is a great teammate!
- Works hard to build a team environment.
- Our desire to improve loss rates has been encouraged and supported by _____.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.

Action

Summary Scores



11. Works quickly when faced with difficult problems.



12. Displays high energy and enthusiasm on consistent basis.



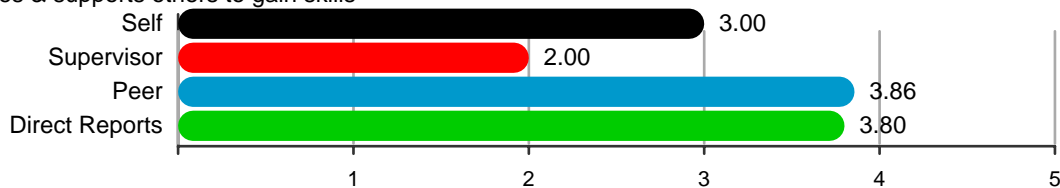
13. Gets the job done.



14. Does whatever it takes (within reason) to get the job done.



15. Motivates & supports others to gain skills



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

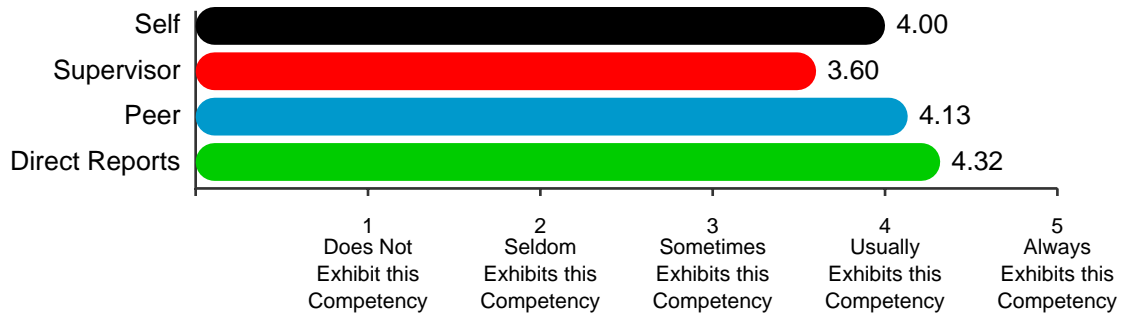
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Works quickly when faced with difficult problems.	15	4.60	100.0			40%	60%	
12. Displays high energy and enthusiasm on consistent basis.	15	4.27	100.0			73%	27%	
13. Gets the job done.	15	4.33	100.0			67%	33%	
14. Does whatever it takes (within reason) to get the job done.	15	3.93	73.3	27%		53%	20%	
15. Motivates & supports others to gain skills	14	3.64	57.1	14%	29%		36%	21%

Comments:

- He lets us develop our own style and inspires us to do our best.
- _____ does a great job at demonstrating the value of his team to the organization.
- _____ is very sharp and plays a vital role in this organization
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- One of the best supervisors that I have had.

Feedback

Summary Scores



16. Asks others for their ideas and opinions.



17. Looks to others for input.



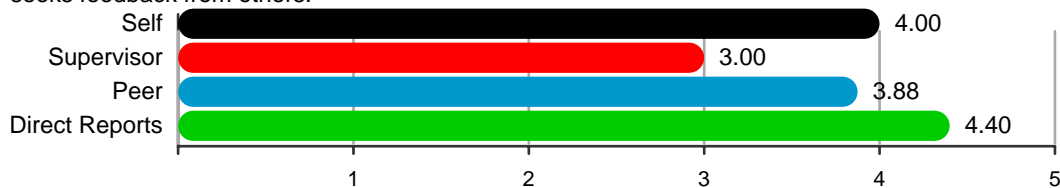
18. Considers other's opinion and suggestions.



19. Seeks feedback to enhance performance.



20. Actively seeks feedback from 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

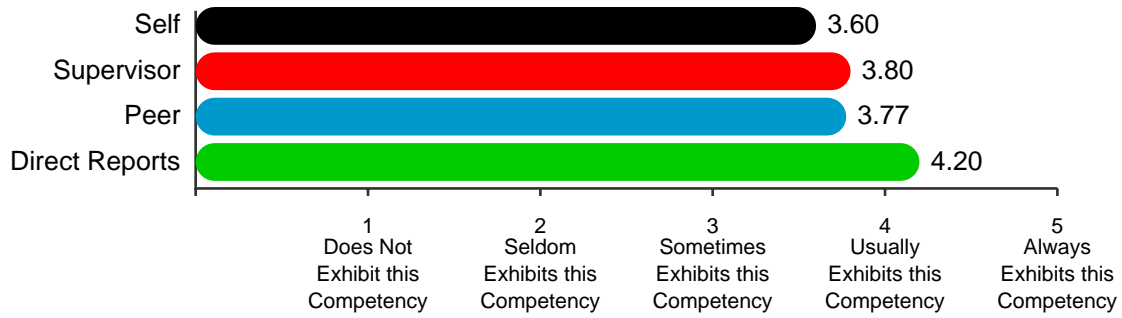
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Asks others for their ideas and opinions.	15	4.33	86.7	13%	40%	47%		
17. Looks to others for input.	15	4.27	93.3	7%	60%	33%		
18. Considers other's opinion and suggestions.	14	4.00	92.9	7%	86%	7%		
19. Seeks feedback to enhance performance.	14	4.14	85.7	7%	7%	50%	36%	
20. Actively seeks feedback from others.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- He is also very enthusiastic and energetic.
- _____ is a great team player for our organization as a whole and for the Department itself.
- He consistently helps us in problem solving a variety of issues.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.

Problem Solving

Summary Scores



21. Makes judgments based upon relevant information.



22. Generates alternative solutions to problems and challenges.



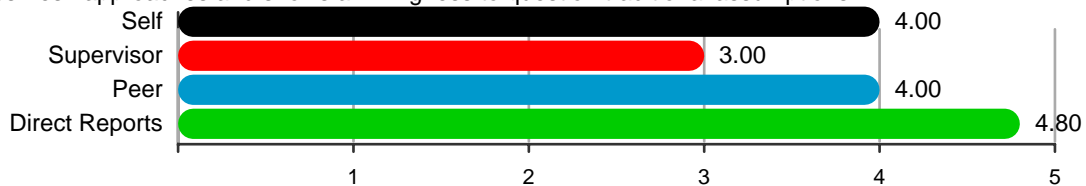
23. Works cooperatively with others to solve problems.



24. Ability to develop innovative solutions to problems.



25. Identifies fresh approaches and shows a willingness to question traditional assumptions.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

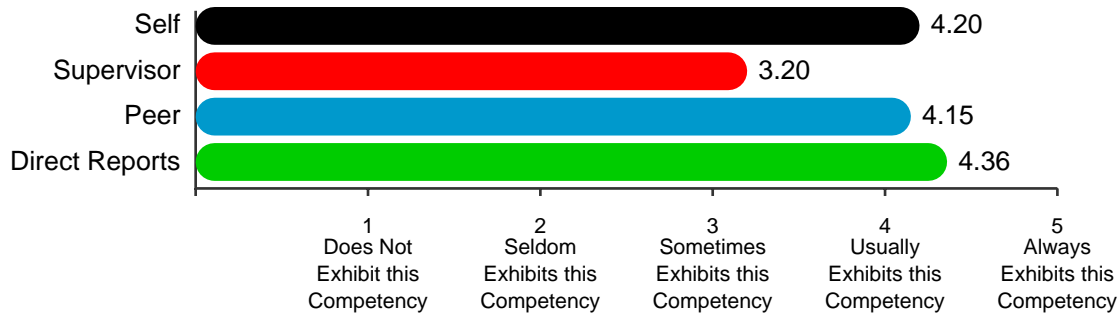
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Makes judgments based upon relevant information.	15	4.00	66.7	13%	20%	20%	47%	
22. Generates alternative solutions to problems and challenges.	15	3.47	53.3	13%	33%	47%	7%	
23. Works cooperatively with others to solve problems.	15	3.60	66.7	13%	20%	60%	7%	
24. Ability to develop innovative solutions to problems.	15	4.27	86.7	7%	7%	40%	47%	
25. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

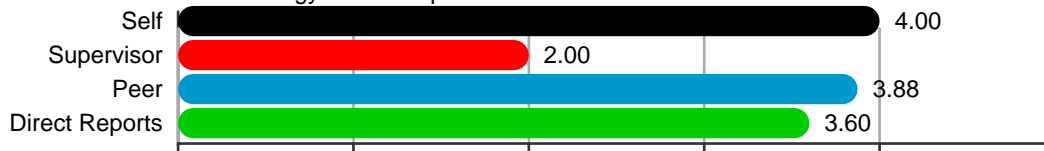
- Uses his people skills to change negative situations into positive.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- _____ has also attended many off-site events to show his support to department staff.
- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.

Technology Use/Management

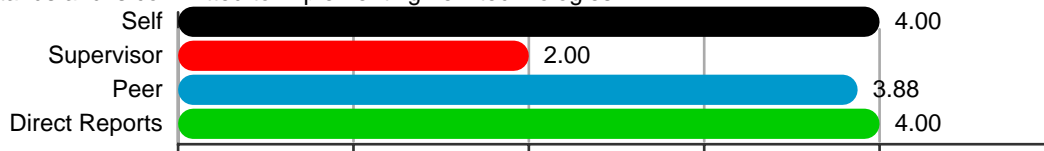
Summary Scores



26. Maximizes the use of new technology to deliver products and services.



27. Understands and is committed to implementing new technologies.



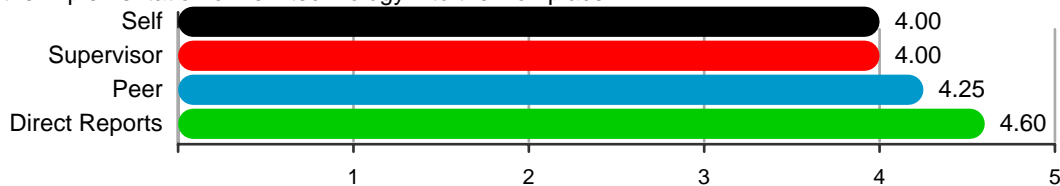
28. Supports technical training and development of employees.



29. Supports employee training and development initiatives regarding implementation of technology.



30. Adopts the implementation of new technology into the workplace.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

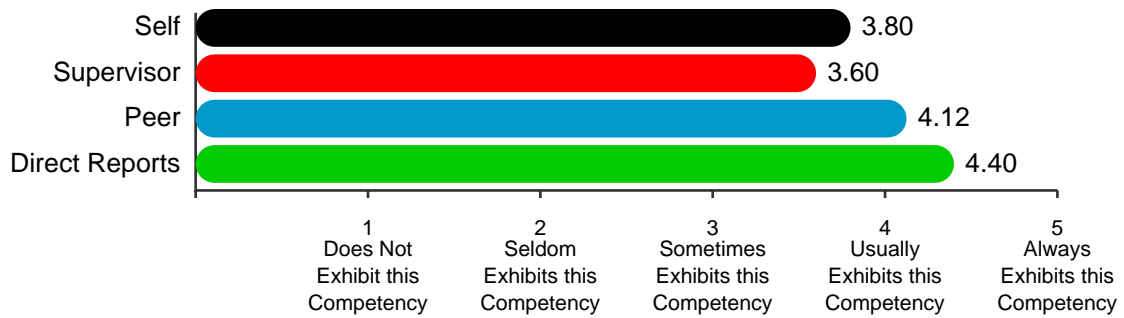
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Maximizes the use of new technology to deliver products and services.	15	3.67	66.7	20%	13%	47%	20%	
27. Understands and is committed to implementing new technologies.	15	3.80	73.3	20%	7%	47%	27%	
28. Supports technical training and development of employees.	15	4.33	86.7	13%	40%	47%		
29. Supports employee training and development initiatives regarding implementation of technology.	15	4.67	100.0		33%	67%		
30. Adopts the implementation of new technology into the workplace.	15	4.33	100.0		67%		33%	

Comments:

- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- He is a team player and willing to help other departments and staff when needed.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- He is the only manager in the department to help us when we are short.
- _____ sets high standards for those he works with and expects the same of herself.

Establishing Focus/Direction

Summary Scores



31. Makes sure that employees understand and identify with the team's mission.



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



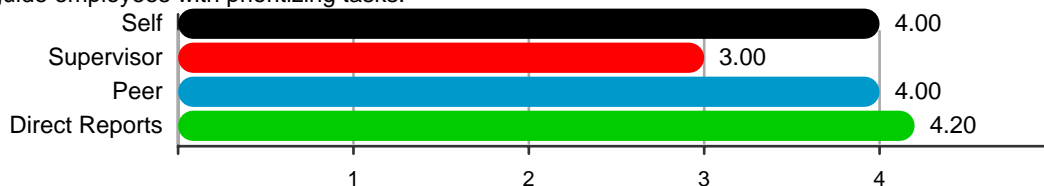
33. Sets appropriate goals for employees.



34. Functions well under stress, deadlines, and/or significant workloads.



35. Helps guide employees with prioritizing tasks.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

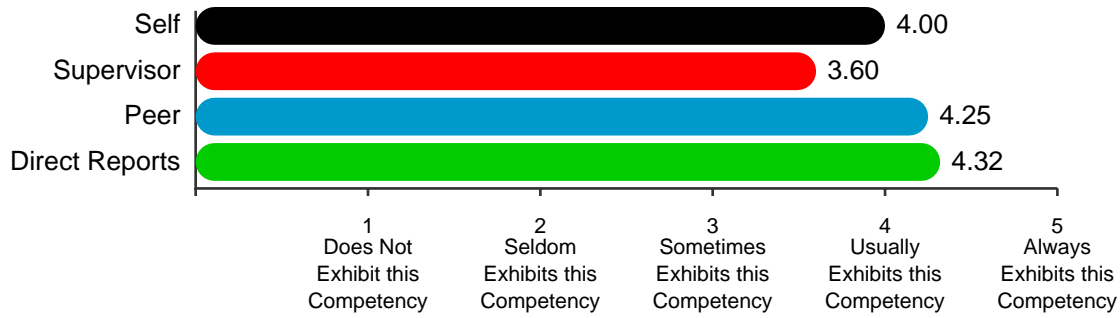
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Makes sure that employees understand and identify with the team's mission.	15	4.07	80.0	20%		53%		27%
32. Maintains focus when handling several problems or tasks simultaneously.	15	4.47	100.0			53%		47%
33. Sets appropriate goals for employees.	15	4.13	80.0	20%		47%		33%
34. Functions well under stress, deadlines, and/or significant workloads.	15	4.13	86.7	13%		60%		27%
35. Helps guide employees with prioritizing tasks.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. _____ has shown marked improvement in being present when needed in the department.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- _____ not only values and listens to his staff he also gives them the support they need.
- _____, more than most, takes what we've learned and implements changes.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.

Client Focus

Summary Scores



36. Ensures client commitments and requirements are met or exceeded



37. Maintains strong relationships with clients.



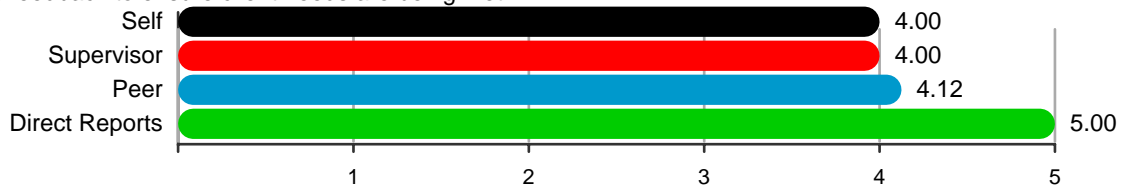
38. Forms strong client relationships



39. Satisfies client needs.



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



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

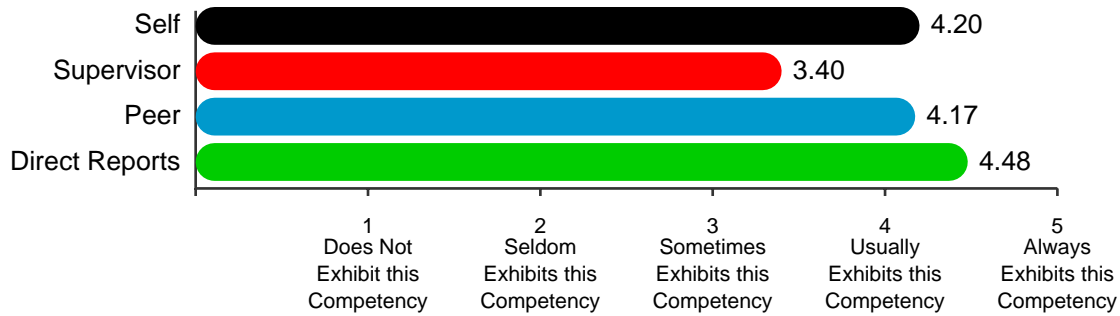
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Ensures client commitments and requirements are met or exceeded	15	4.33	100.0			67%		33%
37. Maintains strong relationships with clients.	15	3.93	80.0	13%	7%		53%	27%
38. Forms strong client relationships	15	4.27	86.7		13%		47%	40%
39. Satisfies client needs.	15	4.13	86.7		13%		60%	27%
40. Obtains feedback to ensure client needs are being met.	15	4.40	93.3		7%		47%	47%

Comments:

- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- Constantly working on improving the customer experience.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- _____ 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, he always ensures there is a purpose behind the work that's being accomplished.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.

Customer Focus

Summary Scores



41. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



42. Does not hesitate to address customer concerns or complaints.



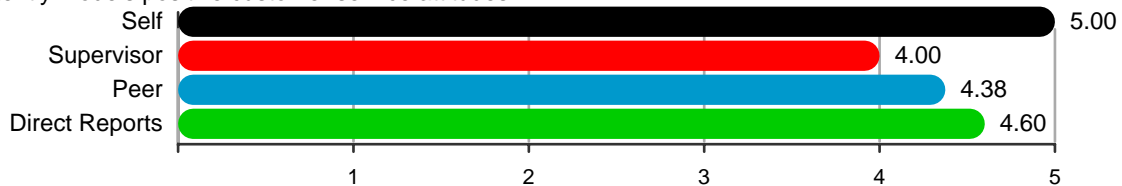
43. Maintains positive customer relationships.



44. Considers customers point of view when making decisions.



45. Consistently models positive customer service attitudes.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

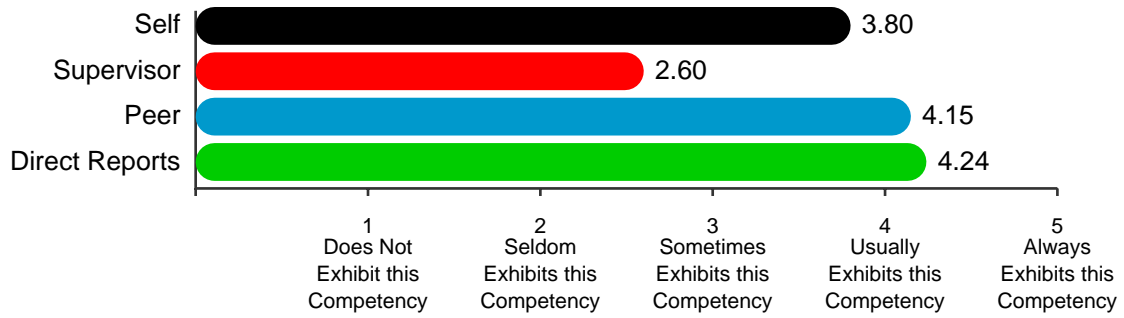
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.33	93.3	7%		53%	40%	
42. Does not hesitate to address customer concerns or complaints.	15	4.20	80.0	20%		40%	40%	
43. Maintains positive customer relationships.	15	4.13	86.7	13%		60%	27%	
44. Considers customers point of view when making decisions.	15	4.00	86.7	13%		73%		13%
45. Consistently models positive customer service attitudes.	15	4.47	93.3	7%	40%		53%	

Comments:

- He strives for self improvement and is heavily invested in the same for others.
- Does excellent job, always.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- He is also very enthusiastic and energetic.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.

Coaching

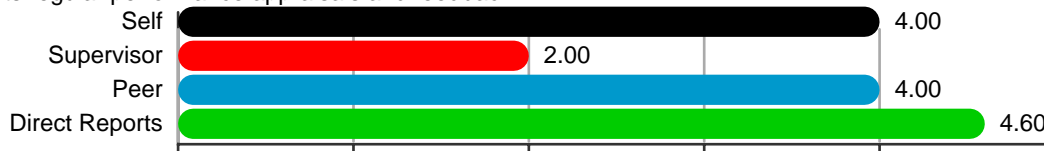
Summary Scores



46. Meets regularly with employees to coach them on areas that will enhance their performance



47. Conducts regular performance appraisals and feedback.



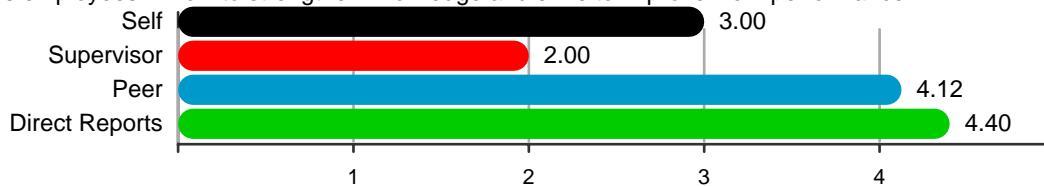
48. Addresses employee behavior problems effectively.



49. Helps employees to understand responsibilities, authority, and expectations.



50. Coaches employees in how to strengthen knowledge and skills to improve work performance.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Meets regularly with employees to coach them on areas that will enhance their performance	15	3.87	80.0	7%	13%	67%		13%
47. Conducts regular performance appraisals and feedback.	15	4.07	86.7	13%		53%		33%
48. Addresses employee behavior problems effectively.	15	4.13	86.7		13%	60%		27%
49. Helps employees to understand responsibilities, authority, and expectations.	15	4.20	86.7	7%	7%	47%		40%
50. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.00	73.3	13%	13%	33%		40%

Comments:

- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- In one word I can summarize _____ in leadership skill. WOW!
- 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.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.

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?

- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- Having very minimum one-on-one discussion.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- He has a calm demeanor and willingness to help with anything.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.

What do you like best about working with this individual?

- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- _____ 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.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- _____ has been very helpful to me as a new manager this year.
- He is well respected.

What do you like least about working with this individual?

- Always has a positive, cheerful, and strong attitude.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____ is someone I have immense respect for. He 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.
- _____ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.

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

- I have not had any issues with _____ since I have been working for him.
- He's a good and reliable team member.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

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

- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- I find him to be a stellar asset to our team at [CompanyName].
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- I really appreciate him.

Any final comments?

- He will always be able to state that he did everything he could, he gives this job his all!
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- _____ sets high standards for his team and ensures they perform professionally.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable