

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.

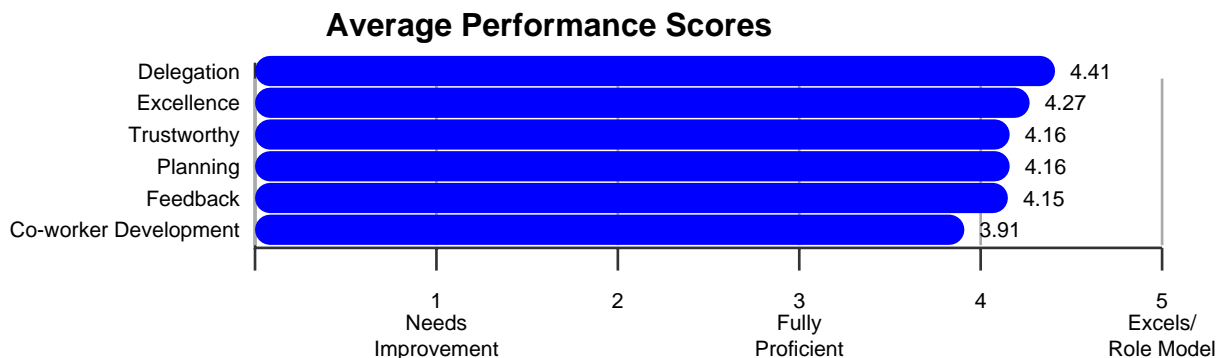
What to Do with Your Feedback

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

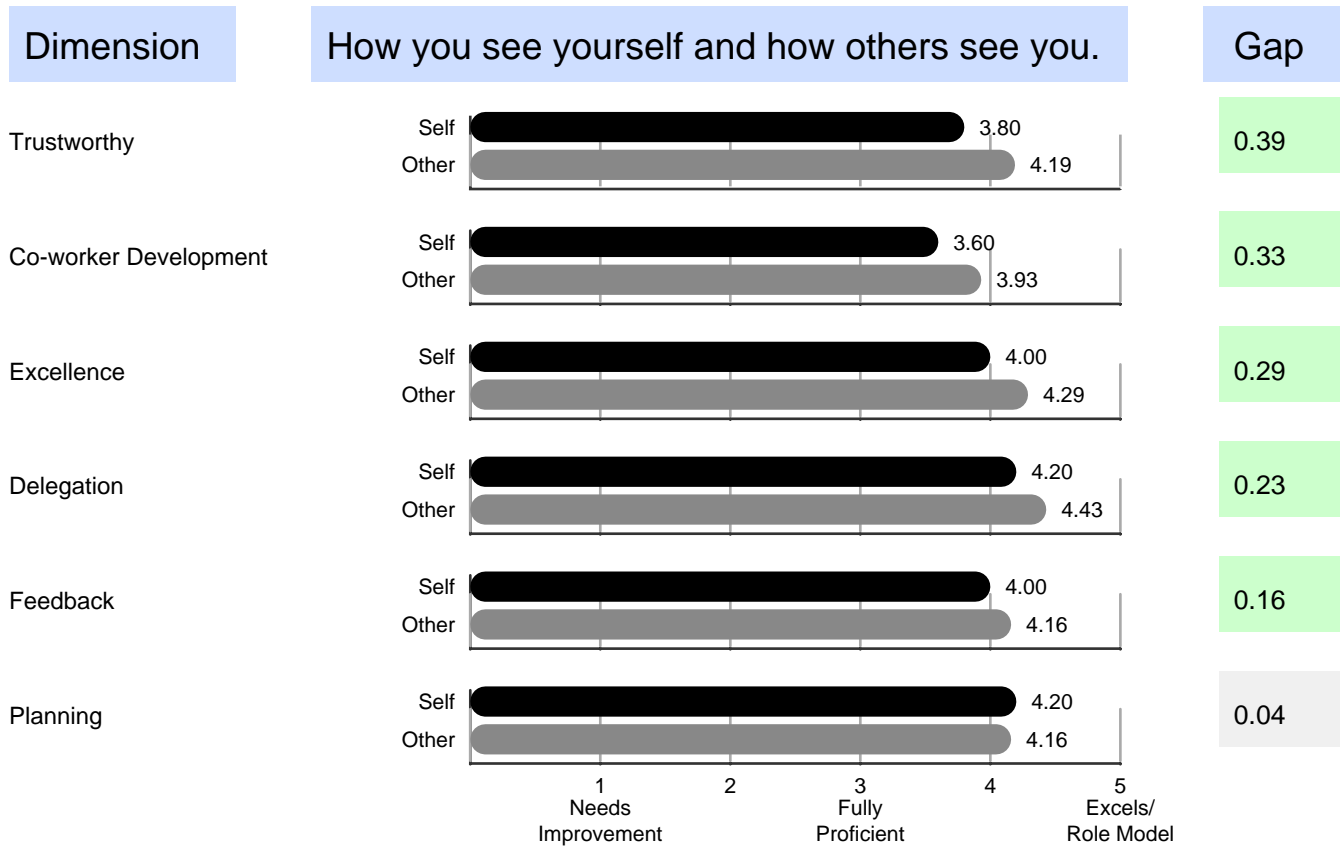
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



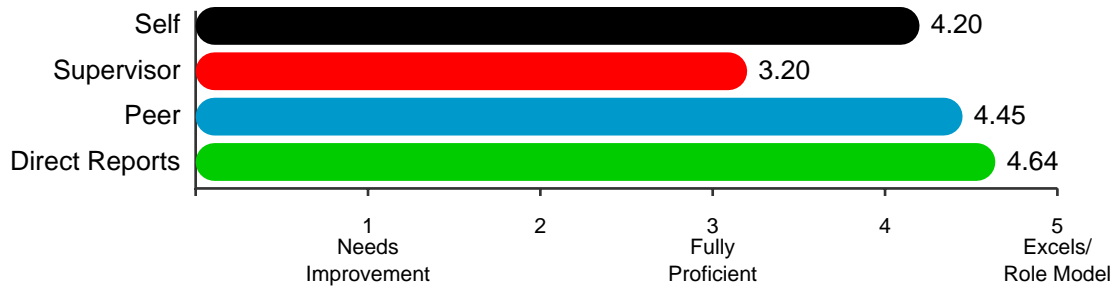
Gap Analysis

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. Allows subordinates to use their own methods and procedures.



2. Entrusts subordinates with important tasks.



3. Clearly defines duties and tasks to be completed.



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



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



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).

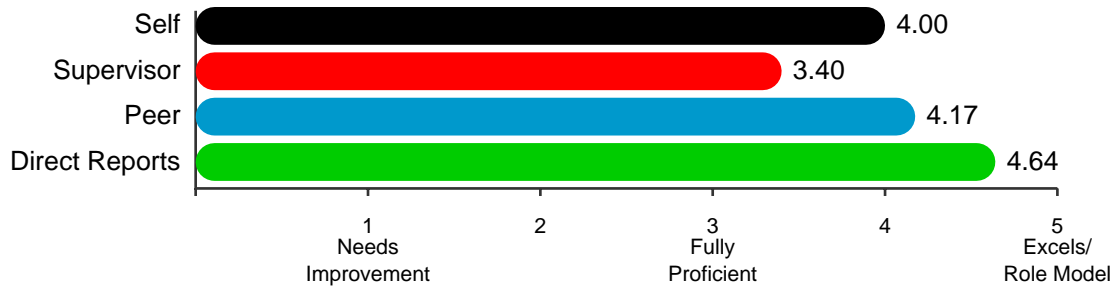
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Allows subordinates to use their own methods and procedures.	15	4.20	93.3	7%	67%	27%
2. Entrusts subordinates with important tasks.	15	4.87	100.0	13%	87%	
3. Clearly defines duties and tasks to be completed.	15	4.27	93.3	7%	60%	33%
4. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.40	86.7	13%	33%	53%
5. Assigns tasks to create learning opportunities for the employees.	15	4.33	93.3	7%	53%	40%

Comments:

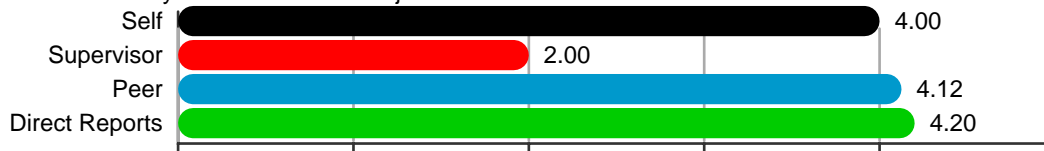
- _____ is very sharp and plays a vital role in this organization
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- I find him to be a stellar asset to our team at [CompanyName].
- _____ takes people where they want to go and pushes them to be their own success.
- He has a vast storehouse of knowledge about the facility and our policies.
- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.

Excellence

Summary Scores



6. Demonstrates the analytical skills to do their job.



7. Can be counted on to add value wherever they are involved.



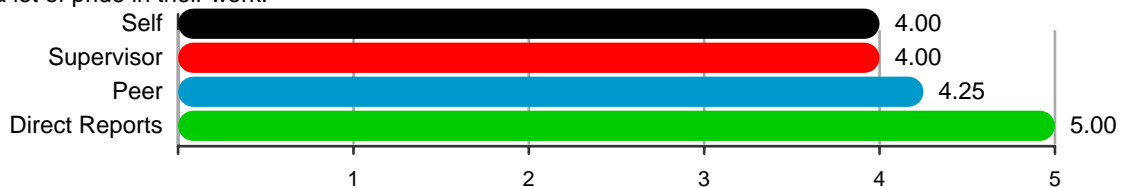
8. Is planful and organized.



9. Produces high quality work.



10. Takes a lot of pride in their work.



Level of Skill

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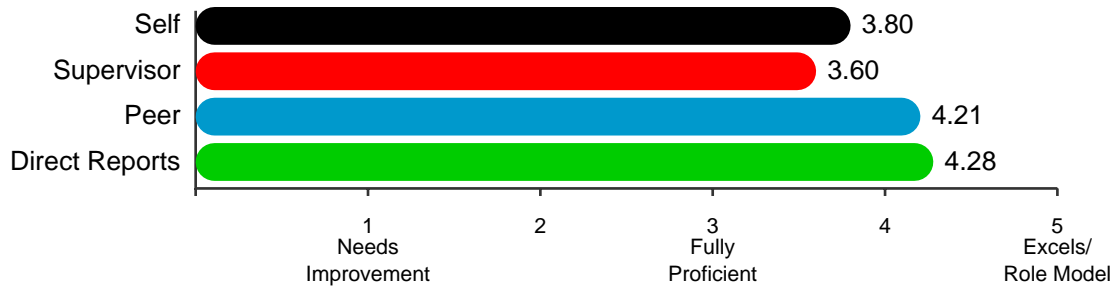
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Demonstrates the analytical skills to do their job.	15	4.00	80.0	7%	13%	53%	27%
7. Can be counted on to add value wherever they are involved.	15	4.07	80.0		20%	53%	27%
8. Is planful and organized.	15	4.33	93.3	7%		47%	47%
9. Produces high quality work.	15	4.47	93.3	7%		40%	53%
10. Takes a lot of pride in their work.	15	4.47	93.3	7%		40%	53%

Comments:

- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- _____ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- _____ always makes decisions based on what is best for the department or organization.
- Be being better organized. It would help with prioritizing.
- _____ does a great job in supporting and engaging all of his employees.

Trustworthy

Summary Scores



11. Takes care to maintain confidential information.



12. Delivers on promises made.



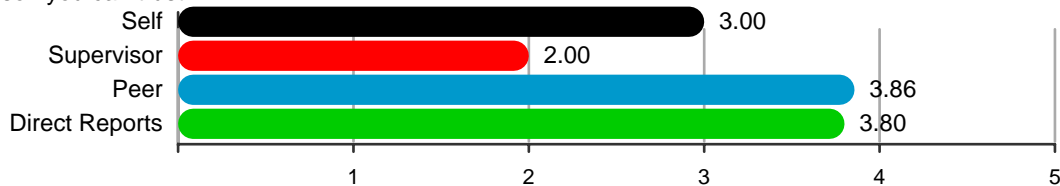
13. Demonstrates a sense of responsibility and commitment to public trust.



14. Builds and maintains the trust of others.



15. Is a person you can trust.



Level of Skill

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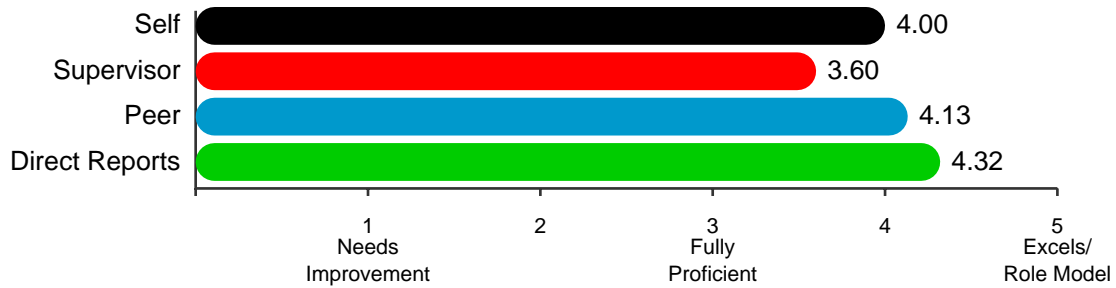
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Takes care to maintain confidential information.	15	4.60	100.0	40%	60%	
12. Delivers on promises made.	15	4.27	100.0	73%	27%	
13. Demonstrates a sense of responsibility and commitment to public trust.	15	4.33	100.0	67%	33%	
14. Builds and maintains the trust of others.	15	3.93	73.3	27%	53%	20%
15. Is a person you can trust.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- Increase in confidence. Being willing to lean into the uncomfortable.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.

Feedback

Summary Scores



16. Is visible and approachable.



17. Accepts the views of others.



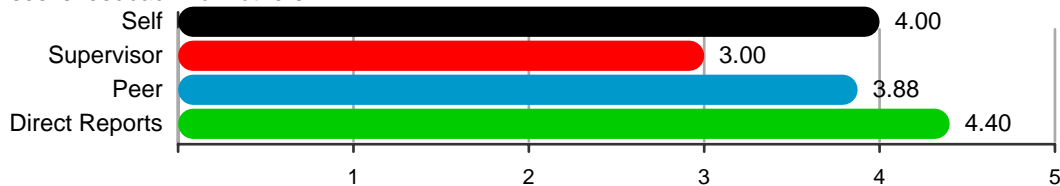
18. Asks others for their ideas and opinions.



19. Open to the suggestions of others.



20. Actively seeks feedback from others.



Level of Skill

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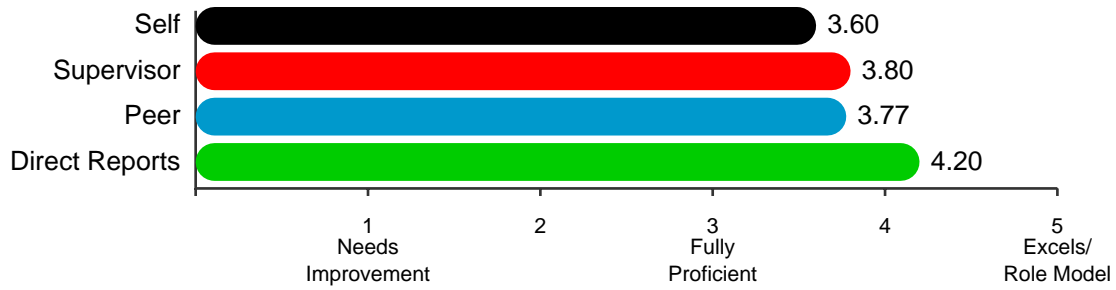
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Is visible and approachable.	15	4.33	86.7	13%	40%	47%	
17. Accepts the views of others.	15	4.27	93.3	7%	60%	33%	
18. Asks others for their ideas and opinions.	14	4.00	92.9	7%	86%	7%	
19. Open to the suggestions of others.	14	4.14	85.7	7%	7%	50%	36%
20. Actively seeks feedback from others.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- 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 passionate about his role and does a fantastic job of working with other departments to improve process flows.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- Provides reinforcement and feedback within the context of the overall business strategy.

Co-worker Development

Summary Scores



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



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



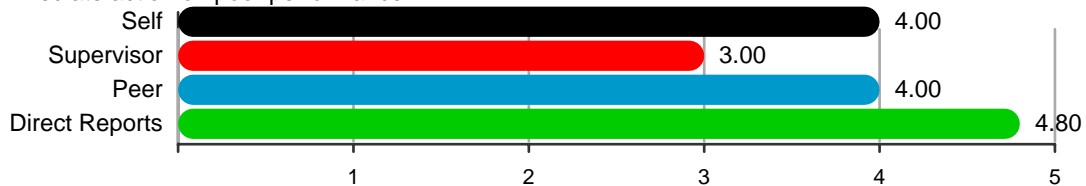
23. Works to identify root causes of performance problems



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



25. Takes immediate action on poor 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 (Needs Improvement) to green (Excels/ Role Model).

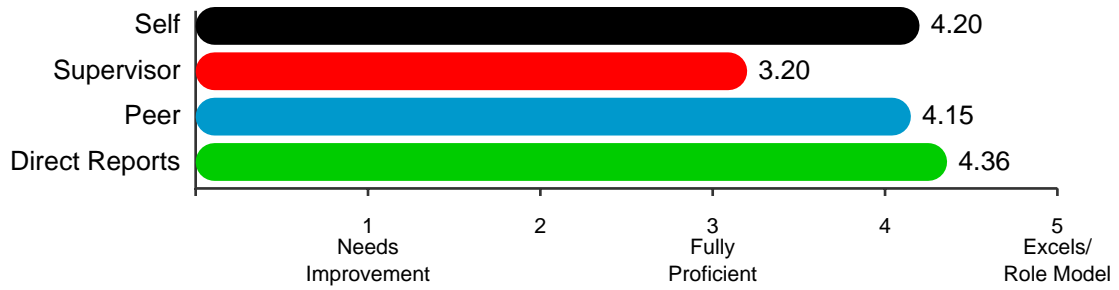
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.00	66.7	13%	20%	20%	47%	
22. Provides ongoing feedback to co-workers on their development progress	15	3.47	53.3	13%	33%	47%	7%	
23. Works to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

Comments:

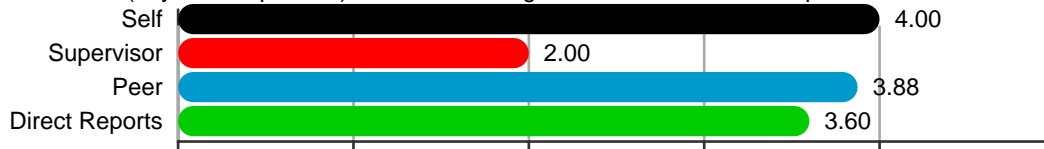
- He is a team player and willing to help other departments and staff when needed.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- He has a calm demeanor and willingness to help with anything.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ exemplifies all of the above.

Planning

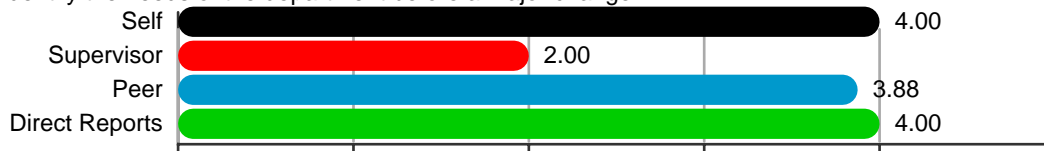
Summary Scores



26. Able to look ahead (beyond the present) when addressing the work/needs of the department.



27. Able to identify the needs of the department before a major change.



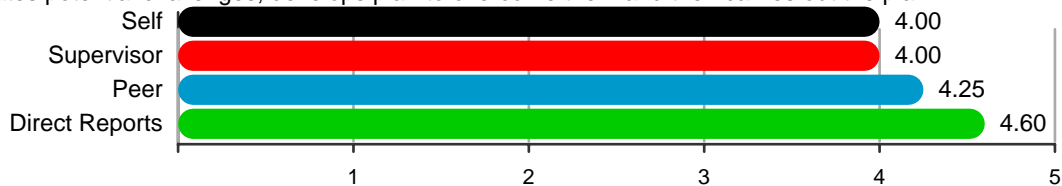
28. Works in an organized manner



29. Makes plans and follows through.



30. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



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
26. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.67	66.7	20%	13%	47%		20%
27. Able to identify the needs of the department before a major change.	15	3.80	73.3	20%	7%	47%		27%
28. Works in an organized manner	15	4.33	86.7		13%	40%		47%
29. Makes plans and follows through.	15	4.67	100.0			33%		67%
30. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	4.33	100.0			67%		33%

Comments:

- _____ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. _____ continues to work to improve his departments and improve the engagement of his employees.
- I admire _____ for showing courage, compassion and committment during his recent team sessions.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.

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?

- He consistently helps us in problem solving a variety of issues.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- _____ is a great listener and leader for the department.
- _____ is an amazing manager. He genuinely cares about his staff.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- _____ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. _____ continues to work to improve his departments and improve the engagement of his employees.

What do you like best about working with this individual?

- _____ is a great leader and is committed to his role here at [CompanyName]!
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- He has an open door policy and is available when needed.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.

What do you like least about working with this individual?

- _____ always remembers the customer is at the center of what we do.
- _____ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- Great addition to the department!
- He is such a model for leaders throughout our organization.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- Need to continue to take action when needed, although have improved. . .

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

- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- Provide more clarity. Increase your technical knowledge.
- _____ does a great job of keeping the lines of communication and this is appreciated.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- Closes off discussions with action plans.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.

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

- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- _____ has been so helpful to me as a new manager.
- _____ is highly professional and amazingly skilled at both critical thinking and detail management.
- _____ 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.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.

Any final comments?

- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ sets high standards for those he works with and expects the same of herself.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.