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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

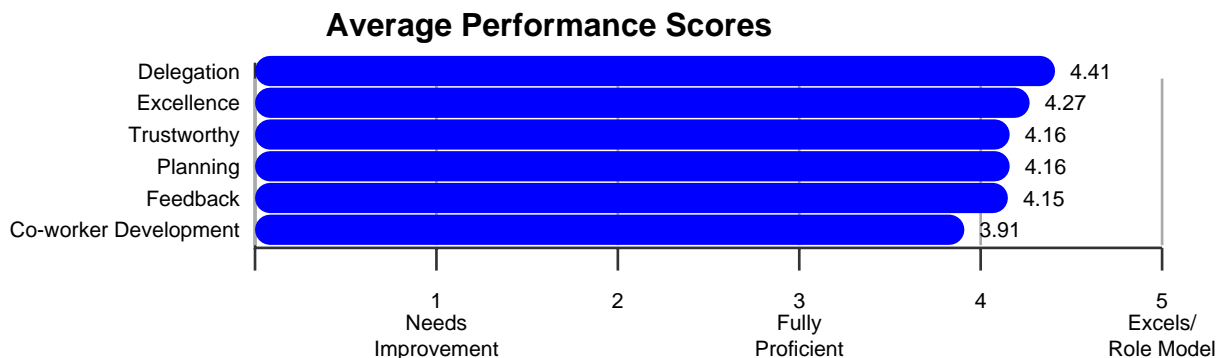
## What to Do with Your Feedback

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

# Summary

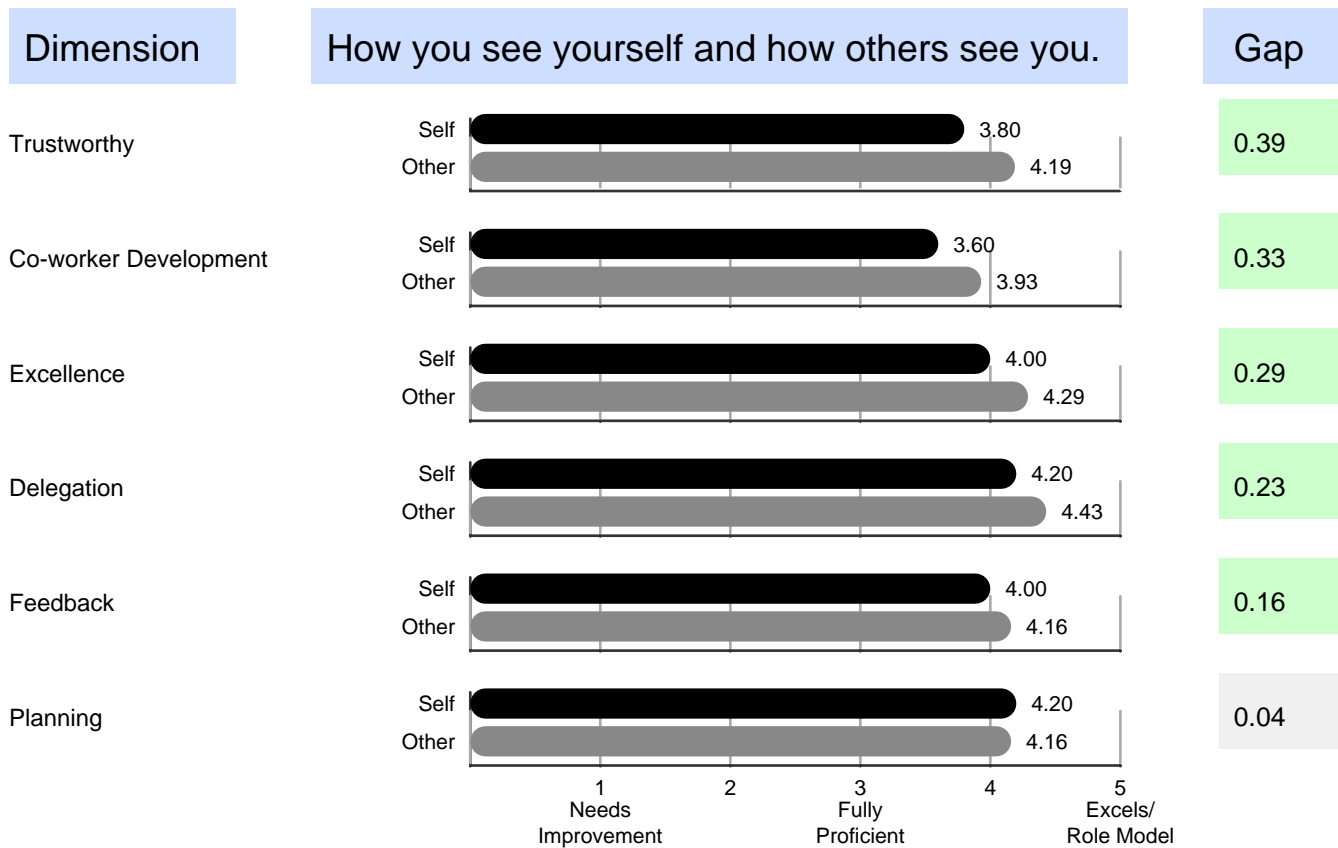
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



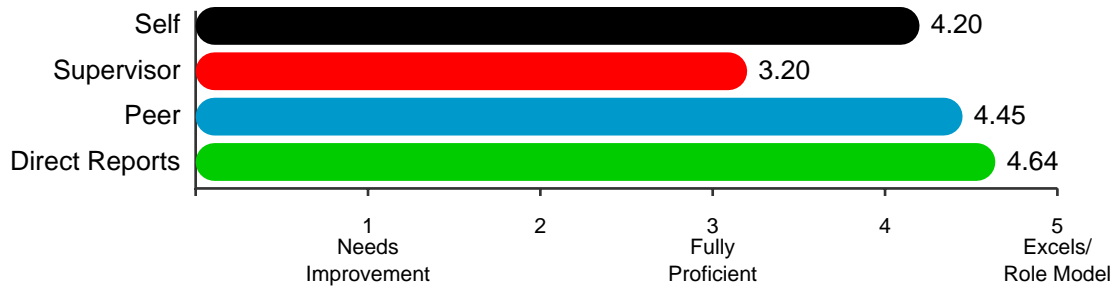
## Gap Analysis

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



2. Allows subordinates to use their own methods and procedures.



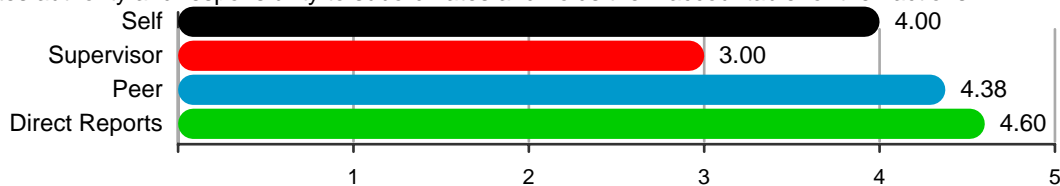
3. Entrusts subordinates with important tasks.



4. Tells subordinates what to do, not how to do it.



5. Delegates authority and responsibility to subordinates and holds them accountable for their 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 (Needs Improvement) to green (Excels/ Role Model).

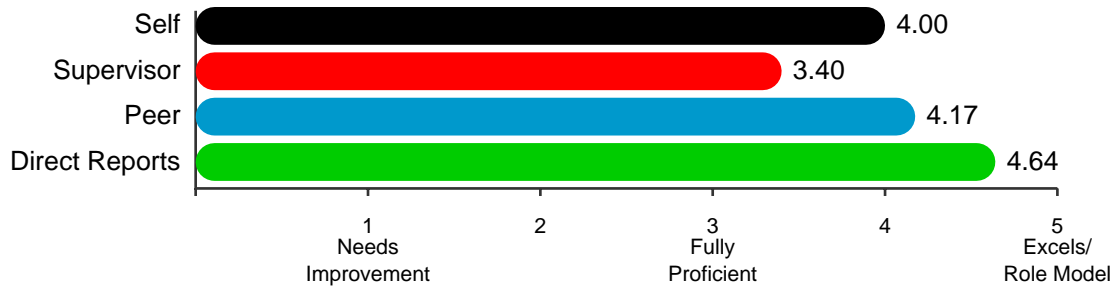
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.20	93.3	7%	67%	27%
2. Allows subordinates to use their own methods and procedures.	15	4.87	100.0	13%	87%	
3. Entrusts subordinates with important tasks.	15	4.27	93.3	7%	60%	33%
4. Tells subordinates what to do, not how to do it.	15	4.40	86.7	13%	33%	53%
5. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.33	93.3	7%	53%	40%

### Comments:

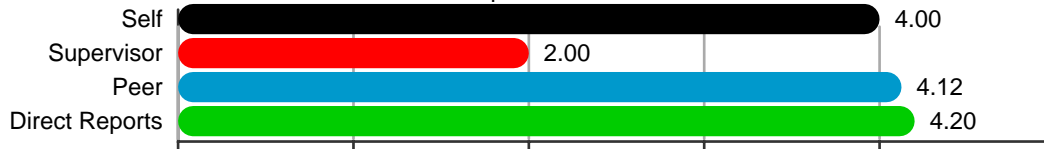
- I feel confident as if he treats us all as equals.
- \_\_\_\_\_ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- Is viewed by many as a strong organizational resource.
- \_\_\_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_\_\_ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- He desires to do great work.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.

# Excellence

## Summary Scores



6. Keeps themselves and others focused on constant improvement.



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



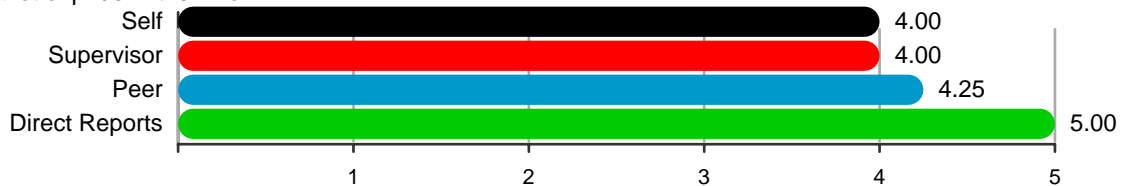
8. Demonstrates the analytical skills to do their job.



9. Is planful and organized.



10. Takes a lot of pride in their work.



## Level of Skill

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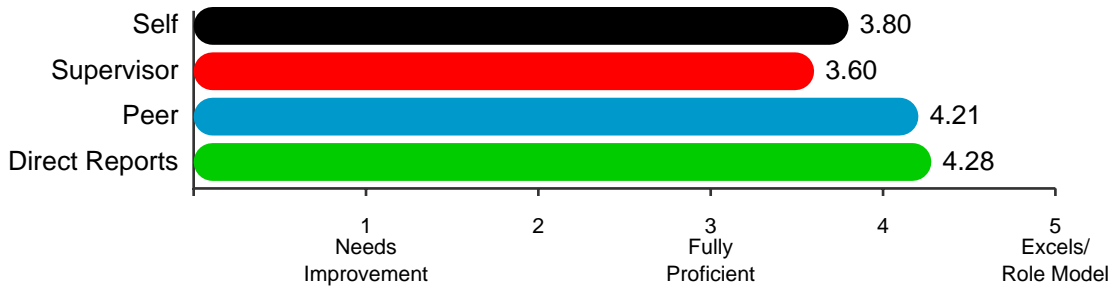
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Keeps themselves and others focused on constant improvement.	15	4.00	80.0	7%	13%	53%		27%
7. Can be counted on to add value wherever they are involved.	15	4.07	80.0		20%	53%		27%
8. Demonstrates the analytical skills to do their job.	15	4.33	93.3	7%		47%		47%
9. Is planful and organized.	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:

- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- \_\_\_\_\_ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- I appreciate the honest evaluative feedback \_\_\_\_\_ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- \_\_\_\_\_ knows his team very well and is gaining the same knowledge in regards to his team
- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.

# Trustworthy

## Summary Scores



### 11. Takes ownership, delivers on commitments



### 12. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



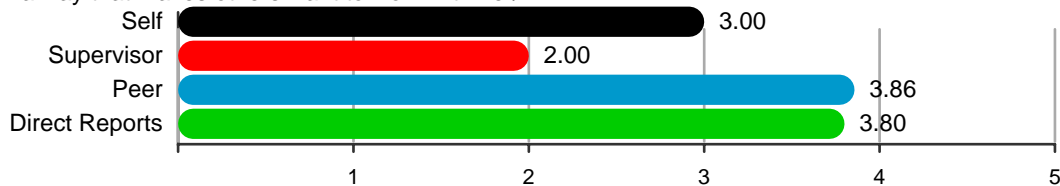
### 13. Communicates an understanding of the other person's interests, needs and concerns.



### 14. Takes care to maintain confidential information.



### 15. Works in a way that makes others want to work with her/him.





## Level of Skill

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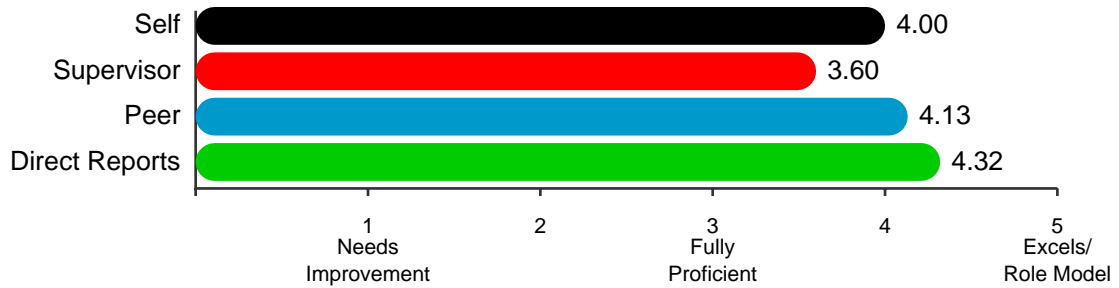
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Takes ownership, delivers on commitments	15	4.60	100.0	40%	60%	
12. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.27	100.0	73%	27%	
13. Communicates an understanding of the other person's interests, needs and concerns.	15	4.33	100.0	67%	33%	
14. Takes care to maintain confidential information.	15	3.93	73.3	27%	53%	20%
15. Works in a way that makes others want to work with her/him.	14	3.64	57.1	14%	29%	36%
				21%		

### Comments:

- He is very customer focused and this reflects in his division leadership and performance.
- He is very effective and he has learned so much about our product.
- \_\_\_\_\_ is very approachable and ensures the best for all employees in the department.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

# Feedback

## Summary Scores



### 16. Seeks feedback to enhance performance.



### 17. Accepts the views of others.



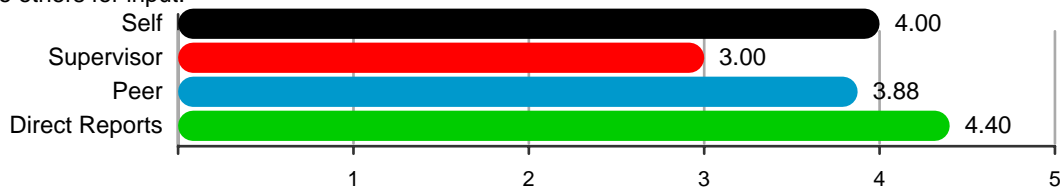
### 18. Asks others for their ideas and opinions.



### 19. Actively seeks feedback from others.



### 20. Looks to others for input.



## Level of Skill

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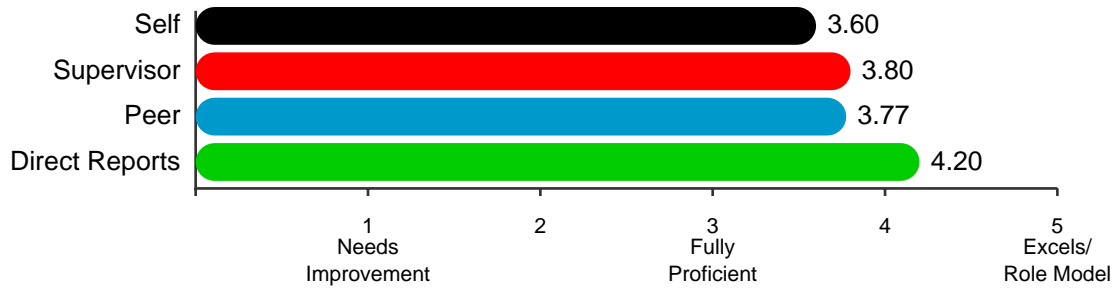
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Seeks feedback to enhance performance.	15	4.33	86.7	13%	40%	47%	
17. Accepts the views of others.	15	4.27	93.3	7%	60%	33%	
18. Asks others for their ideas and opinions.	14	4.00	92.9	7%	86%	7%	
19. Actively seeks feedback from others.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

### Comments:

- Overall \_\_\_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- \_\_\_\_\_ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He is such a model for leaders throughout our organization.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- \_\_\_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- \_\_\_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_\_\_ without his bringing them before the team for discussion.

# Co-worker Development

## Summary Scores



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



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



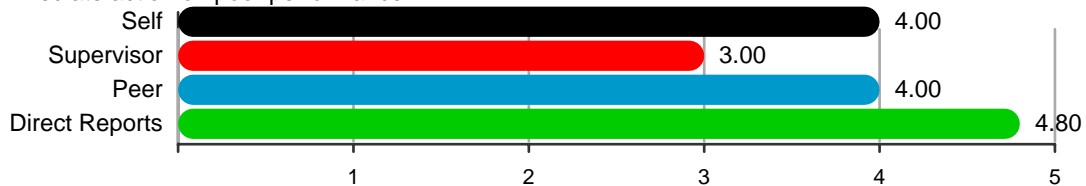
### 23. Works to identify root causes of performance problems



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



### 25. Takes immediate action on poor performance



## Level of Skill

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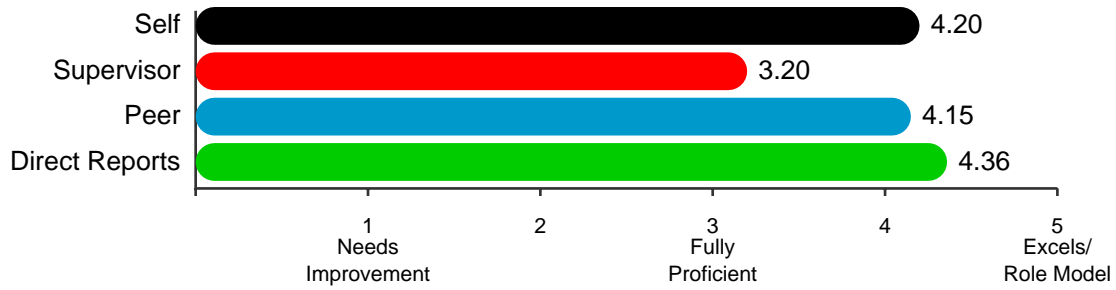
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Gives others development opportunities through project assignments and increased job responsibilities	15	4.00	66.7	13%	20%	20%	47%
22. Sets and clearly communicates expectations, performance goals, and measurements to others	15	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	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:

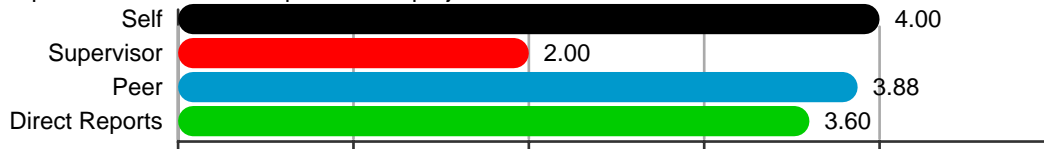
- \_\_\_\_\_ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- \_\_\_\_\_ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.

# Planning

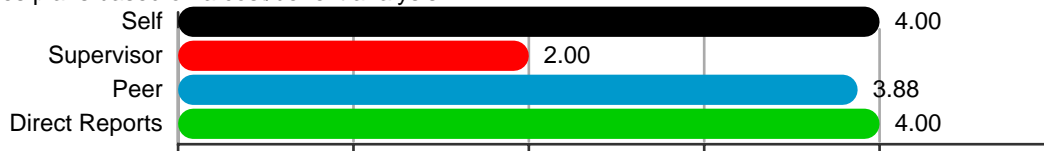
## Summary Scores



26. Open to input from others into the plan for the project.



27. Prioritizes plans based on a cost/benefit analysis.



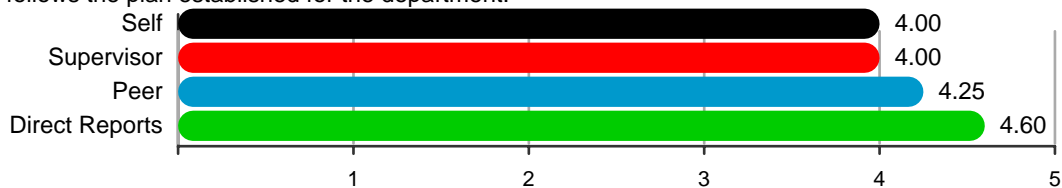
28. Initiates the planning process by defining the scope of the project.



29. Develops plans to ensure the smooth operation of the supply chain.



30. Closely follows the plan established for 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
26. Open to input from others into the plan for the project.	15	3.67	66.7	20%	13%	47%		20%
27. Prioritizes plans based on a cost/benefit analysis.	15	3.80	73.3	20%	7%	47%		27%
28. Initiates the planning process by defining the scope of the project.	15	4.33	86.7	13%		40%		47%
29. Develops plans to ensure the smooth operation of the supply chain.	15	4.67	100.0			33%		67%
30. Closely follows the plan established for the department.	15	4.33	100.0			67%		33%

### Comments:

- I can not say enough good things about \_\_\_\_\_ he has been an asset to our department from day one.
- \_\_\_\_\_ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- \_\_\_\_\_ collaborates well with other departments and managers.
- \_\_\_\_\_ has made some excellent hiring decisions this past year. I am extremely impressed with both \_\_\_\_\_ & \_\_\_\_\_ and look forward to seeing what they will achieve together as a team in this next year.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

## 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?

- \_\_\_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- \_\_\_\_\_ provides the appropriate amount of direction without being too hands-off or overbearing.
- 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.
- \_\_\_\_\_ is an excellent manager.
- On occasion \_\_\_\_\_'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.

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

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Dedicated to the customer and community, he is worth his weight in gold.
- \_\_\_\_\_ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- \_\_\_\_\_ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- \_\_\_\_\_ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- Each member feels they are a part of the team and knows their contribution is valued.

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

- He is well respected.
- \_\_\_\_\_ has been so helpful to me as a new manager.
- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_\_\_ can.
- He has consistently been a strong advocate for me and my team.
- As a manager, \_\_\_\_\_ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.

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

- \_\_\_\_\_ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_\_\_ has done with this but needs to be addressed and improved.
- \_\_\_\_\_ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- \_\_\_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- I think he is doing really good work and I found that to be one area I could list that might help.



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

- He includes appropriate people in his decisions and follows through on decisions made.
- I think \_\_\_\_\_ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- \_\_\_\_\_ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- This year \_\_\_\_\_ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- \_\_\_\_\_ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.

### Any final comments?

- \_\_\_\_\_ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- I have had the opportunity to work with \_\_\_\_\_ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- Dependability, with whatever is needed.