



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.

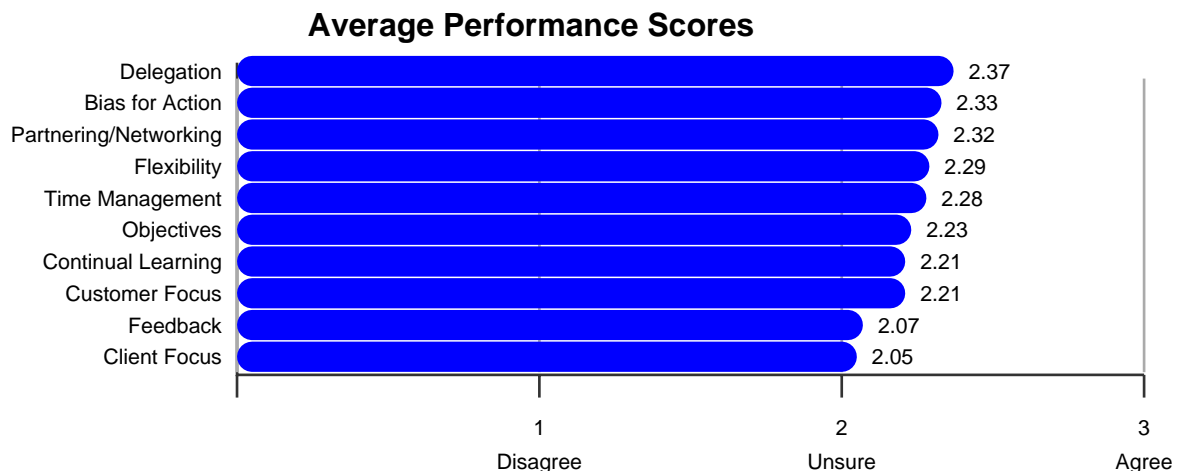
What to Do with Your Feedback

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

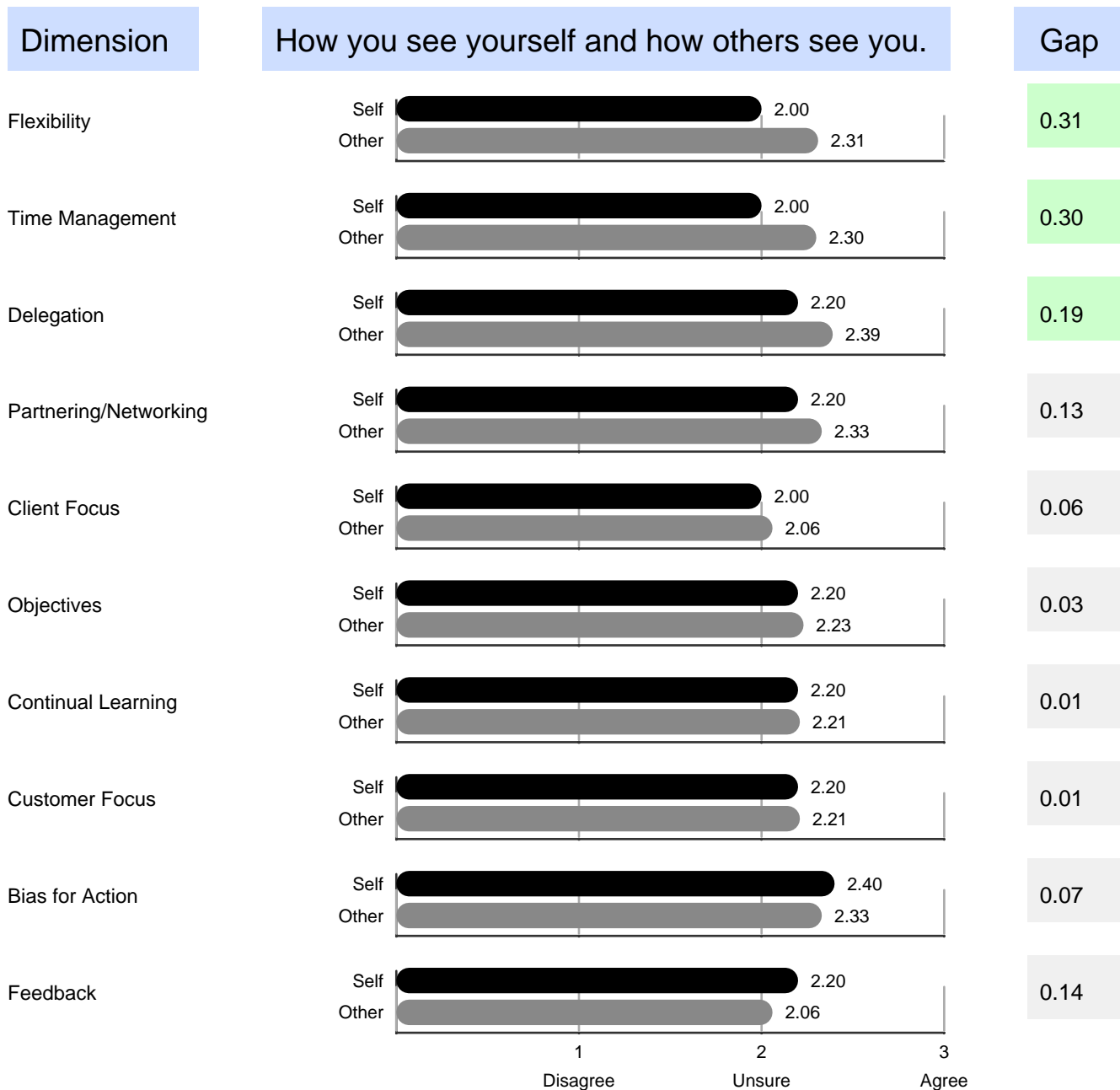
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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

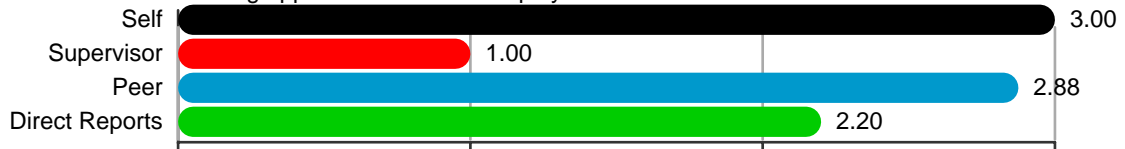
Summary Scores



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



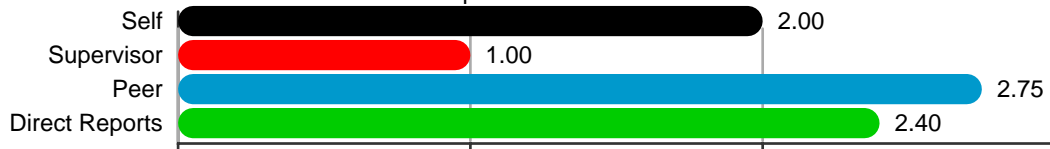
2. Assigns tasks to create learning opportunities for the employees.



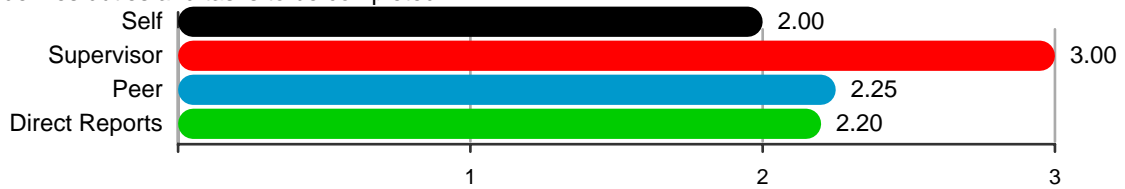
3. Defines the roles, responsibilities, required actions, and deadlines for team members.



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



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Allows employees to decide how they wish to complete the tasks.	15	2.27	33.3	7%	60%	33%
2. Assigns tasks to create learning opportunities for the employees.	15	2.53	73.3	20%	7%	73%
3. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.33	40.0	7%	53%	40%
4. Allows subordinates to use their own methods and procedures.	15	2.47	53.3	7%	40%	53%
5. Clearly defines duties and tasks to be completed.	15	2.27	40.0	13%	47%	40%

Comments:

- I work with ___ regularly and see her interactions with other leaders frequently.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- While encouraging folks to continue with their education, she is also continuing with her education.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- ___ is a very good leader.

Time Management

Summary Scores



6. Prioritizes tasks to identify immediate and long-term objectives.



7. Leaves time in the schedule for unplanned contingencies.



8. Uses agendas when chairing or facilitating meetings.



9. Makes time for developing plans and schedules.



10. Sets clearly defined goals.



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
6. Prioritizes tasks to identify immediate and long-term objectives.	15	2.13	33.3	20%	47%	33%
7. Leaves time in the schedule for unplanned contingencies.	15	2.07	26.7	20%	53%	27%
8. Uses agendas when chairing or facilitating meetings.	15	2.33	40.0	7%	53%	40%
9. Makes time for developing plans and schedules.	15	2.40	53.3	13%	33%	53%
10. Sets clearly defined goals.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- She is trustworthy, dependable, positive attitude, and team focused.
- ___ has been instrumental in the working relationship of our department.

Objectives

Summary Scores



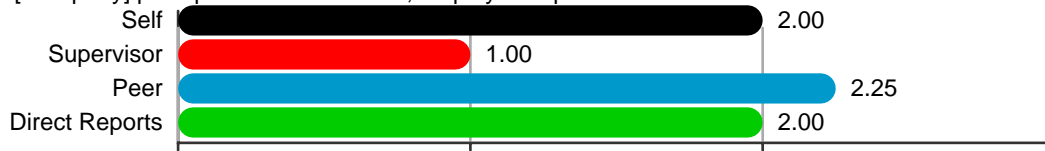
11. Consistently provides me with timely feedback for improving my performance.



12. Sets long-term and short-term goals.



13. Assures [Company] principles are understood, employed & pursued.



14. Able to organize work.



15. Works toward achieving established 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).

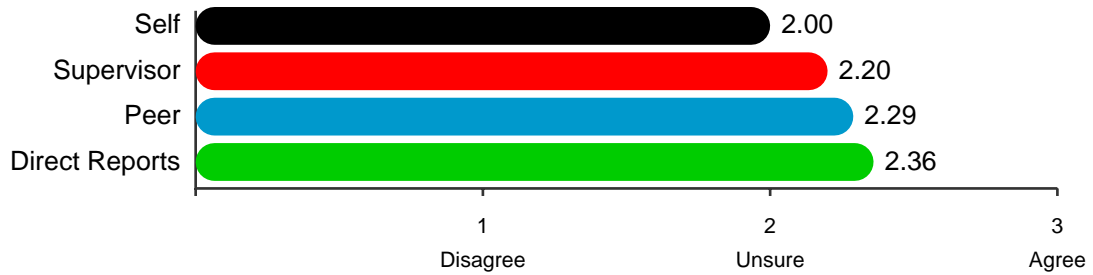
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Consistently provides me with timely feedback for improving my performance.	15	2.33	40.0	7%	53%	40%
12. Sets long-term and short-term goals.	15	2.07	20.0	13%	67%	20%
13. Assures [Company] principles are understood, employed & pursued.	15	2.07	26.7	20%	53%	27%
14. Able to organize work.	15	2.27	40.0	13%	47%	40%
15. Works toward achieving established goals and objectives.	14	2.43	50.0	7%	43%	50%

Comments:

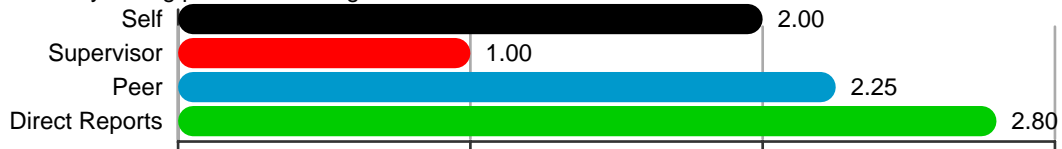
- I think she is an asset to the department.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- 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.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- ___ always goes above and beyond in her daily work.

Flexibility

Summary Scores



16. Works effectively during periods of change.



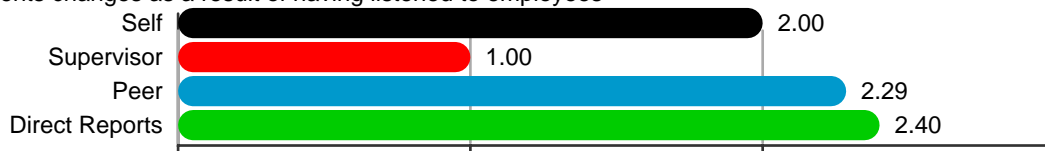
17. Open to the perspectives/viewpoints of others.



18. Willing to try new ideas.



19. Implements changes as a result of having listened to employees



20. Able to adapt to new situations.



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
16. Works effectively during periods of change.	15	2.33	46.7	13%	40%	47%
17. Open to the perspectives/viewpoints of others.	15	2.33	40.0	7%	53%	40%
18. Willing to try new ideas.	14	2.00	14.3	14%	71%	14%
19. Implements changes as a result of having listened to employees	14	2.21	42.9	21%	36%	43%
20. Able to adapt to new situations.	15	2.53	60.0	7%	33%	60%

Comments:

- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- I appreciate her openness and availability to all the staff.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.

Bias for Action

Summary Scores



21. Completes work on time



22. Motivates others to achieve or exceed goals



23. Completes a large volume of work.



24. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



25. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



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
21. Completes work on time	15	2.60	66.7	7%	27%	67%
22. Motivates others to achieve or exceed goals	15	2.33	40.0	7%	53%	40%
23. Completes a large volume of work.	15	2.07	20.0	13%	67%	20%
24. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	15	2.40	53.3	13%	33%	53%
25. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.27	53.3	27%	20%	53%

Comments:

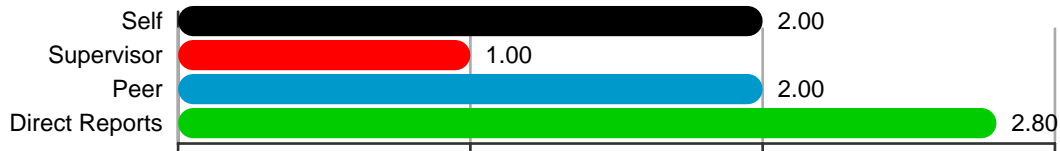
- She will sit down with all parties involved before she makes a decision.
- She always responds in a timely manner and stays organized.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___ takes pride in her department. Her follow through is excellent. ___ leads be example.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- Completes variance analysis and identifies corrective actions.

Continual Learning

Summary Scores



26. Improves on their skill sets.



27. Pursues self-improvement through continual learning.



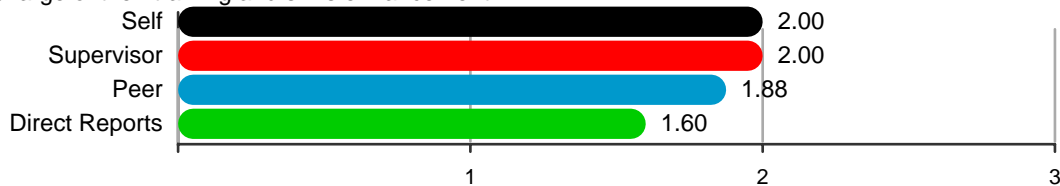
28. Pursues professional development opportunities when they arise.



29. Sets relevant learning objectives and goals.



30. Takes charge of their training and skills enhancement.



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).

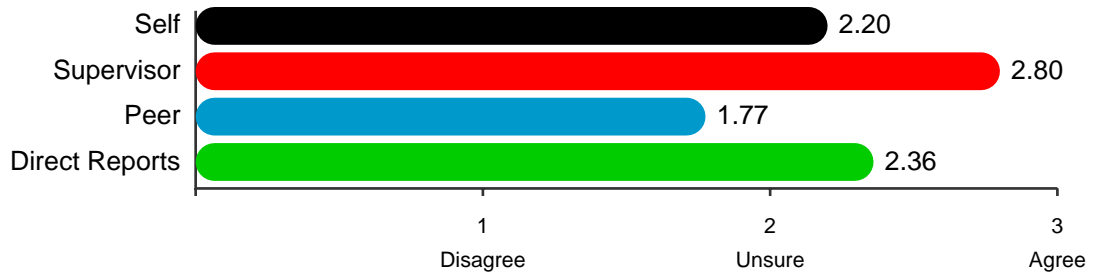
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Improves on their skill sets.	15	2.20	33.3	13%	53%	33%
27. Pursues self-improvement through continual learning.	15	2.00	26.7	27%	47%	27%
28. Pursues professional development opportunities when they arise.	15	2.47	53.3	7%	40%	53%
29. Sets relevant learning objectives and goals.	15	2.60	60.0		40%	60%
30. Takes charge of their training and skills enhancement.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ works to keep up but a lot of new concepts.
- ___ has great communication skills and is a dependable member of the team.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- She strives to be an effective and available leader.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.

Feedback

Summary Scores



31. Accepts the views of others.



32. Open to the suggestions of others.



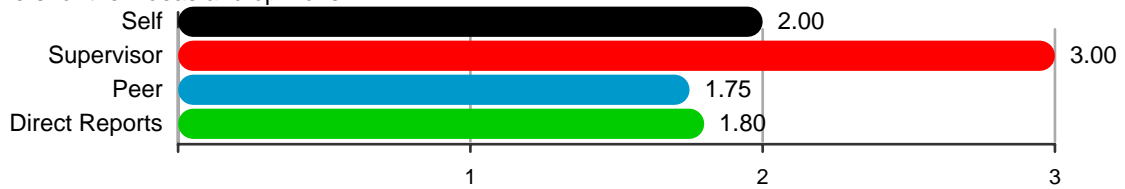
33. Is easy to approach with ideas and opinions.



34. Seeks feedback to enhance performance.



35. Asks others for their ideas and opinions.



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).

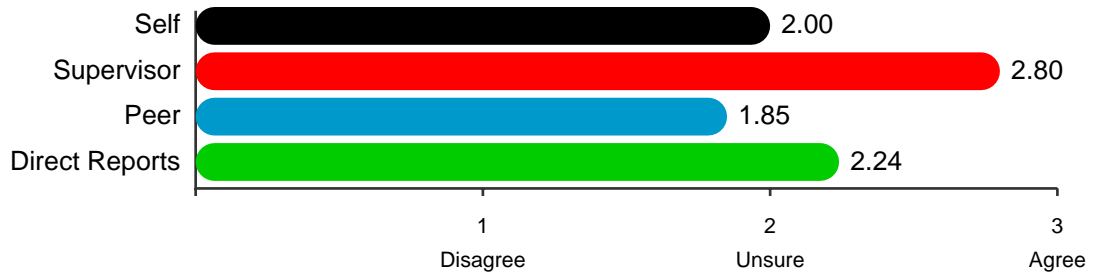
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Accepts the views of others.	15	2.13	33.3	20%	47%	33%
32. Open to the suggestions of others.	15	2.13	33.3	20%	47%	33%
33. Is easy to approach with ideas and opinions.	15	2.07	33.3	27%	40%	33%
34. Seeks feedback to enhance performance.	15	2.13	26.7	13%	60%	27%
35. Asks others for their ideas and opinions.	15	1.87	20.0	33%	47%	20%

Comments:

- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- Seek and provide critical feedback.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.

Client Focus

Summary Scores



36. Satisfies client needs.



37. Looks for opportunities that have a positive impact on Clients.



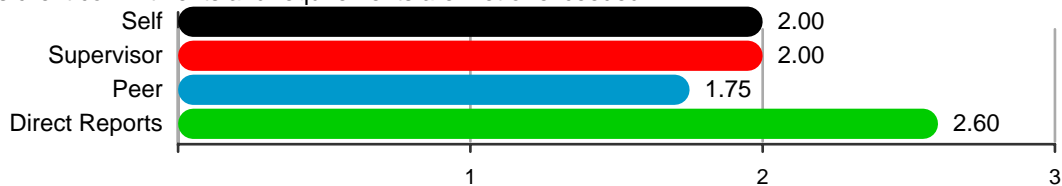
38. Is pro-active in dealing with clients and addressing their needs.



39. Forms strong client relationships



40. Ensures client commitments and requirements are met or exceeded



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).

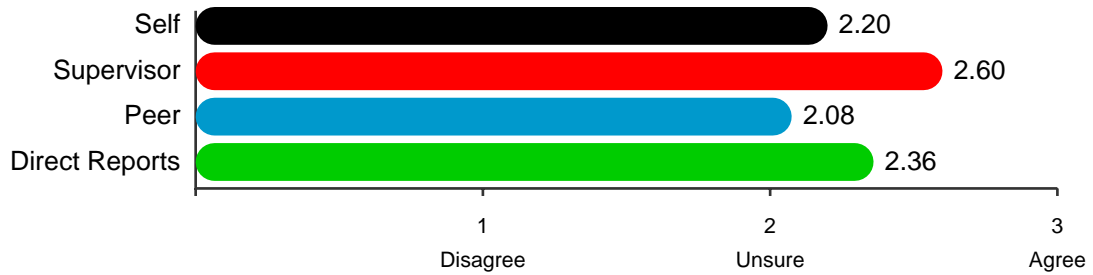
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Satisfies client needs.	15	1.87	20.0	33%	47%	20%
37. Looks for opportunities that have a positive impact on Clients.	15	1.93	13.3	20%	67%	13%
38. Is pro-active in dealing with clients and addressing their needs.	15	2.07	33.3	27%	40%	33%
39. Forms strong client relationships	15	2.33	33.3		67%	33%
40. Ensures client commitments and requirements are met or exceeded	15	2.07	33.3	27%	40%	33%

Comments:

- She keeps focused on things that are important for her department to run smoothly.
- She communicates clearly, and is always willing to listen attentively.
- She is, quite simply, the best boss I've ever had.
- She has hired good people, and developed strong relationship's with finance.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.

Customer Focus

Summary Scores



41. ...friendliness and courtesy



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



43. Considers customers point of view when making decisions.



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



45. Develops good rapport and trust with the customer.



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).

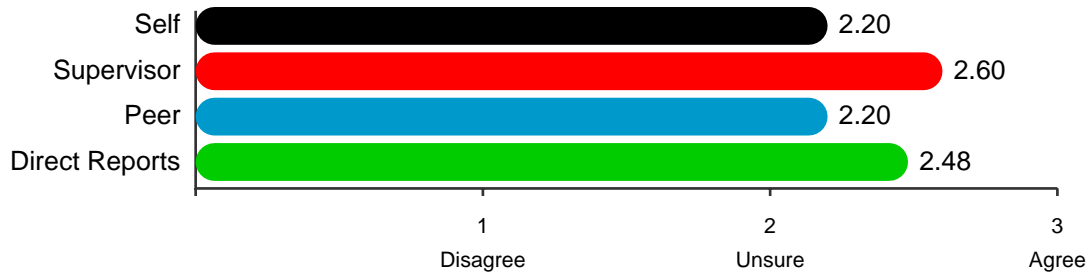
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. ...friendliness and courtesy	15	2.00	26.7	27%	47%	27%
42. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	2.13	33.3	20%	47%	33%
43. Considers customers point of view when making decisions.	15	2.20	40.0	20%	40%	40%
44. Does not hesitate to address customer concerns or complaints.	15	2.20	26.7	7%	67%	27%
45. Develops good rapport and trust with the customer.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is organized and thorough.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.

Partnering/Networking

Summary Scores



46. Forges mutually beneficial relationships between individuals with diverse backgrounds.



47. Seeks an understanding of diverse functions within the Company.



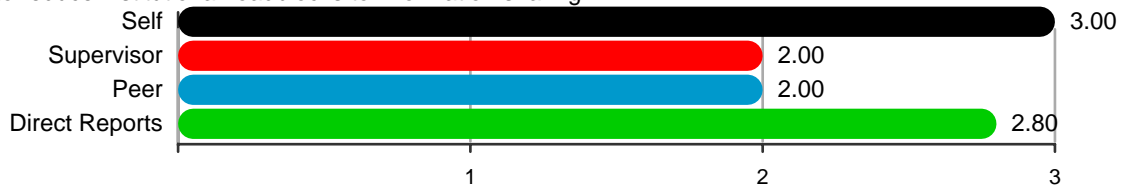
48. Maintains infrastructure to support partnerships and networks.



49. Creates value within the Company by building networks.



50. Seeks to reduce institutional roadblocks to information sharing.



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
46. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	2.27	26.7		73%	27%
47. Seeks an understanding of diverse functions within the Company.	15	2.13	26.7	13%	60%	27%
48. Maintains infrastructure to support partnerships and networks.	15	2.40	40.0		60%	40%
49. Creates value within the Company by building networks.	15	2.47	46.7		53%	47%
50. Seeks to reduce institutional roadblocks to information sharing.	15	2.33	46.7	13%	40%	47%

Comments:

- She has the ability to look at the system as a whole and make solid long range decisions.
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].

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?

- She has created a highly engaged team and manages a diverse group of individuals very well.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- There are two items above that will be part of my goals for the coming year.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.

What do you like best about working with this individual?

- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- I honestly cannot think of anything that she could improve on.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- Always approachable no matter how busy she is.

What do you like least about working with this individual?

- ___ 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.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- I find her to be a stellar asset to our team at [CompanyName].
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- ___ does not always follow through with things (ordering equipment).
- Take charge without feeling like you need approval.

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

- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- Her communication techniques are clear and to the point which is very much appreciated.
- Take charge without being pushed to do so.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

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

- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- You could check for clarity in expectations more frequently.

- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.

Any final comments?

- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- Under her leadership, the department teams have become very cohesive.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- ___ always goes above and beyond in her daily work.