



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.

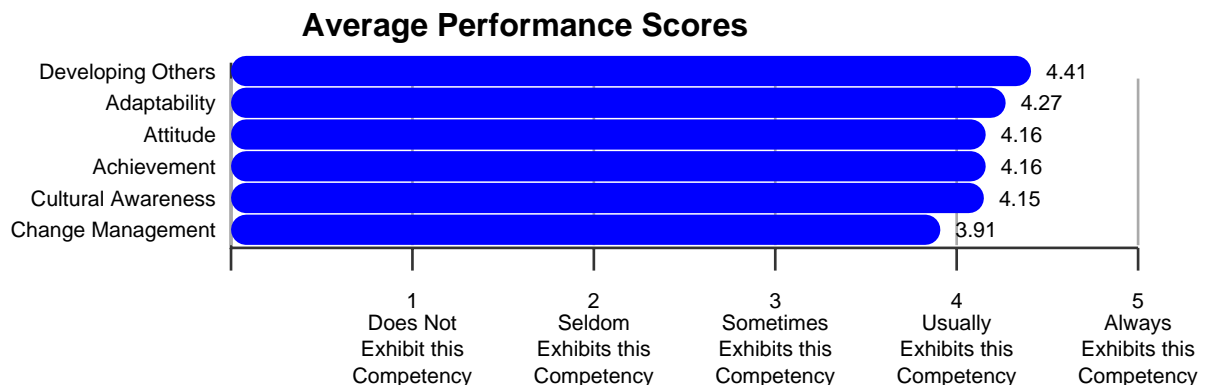
What to Do with Your Feedback

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

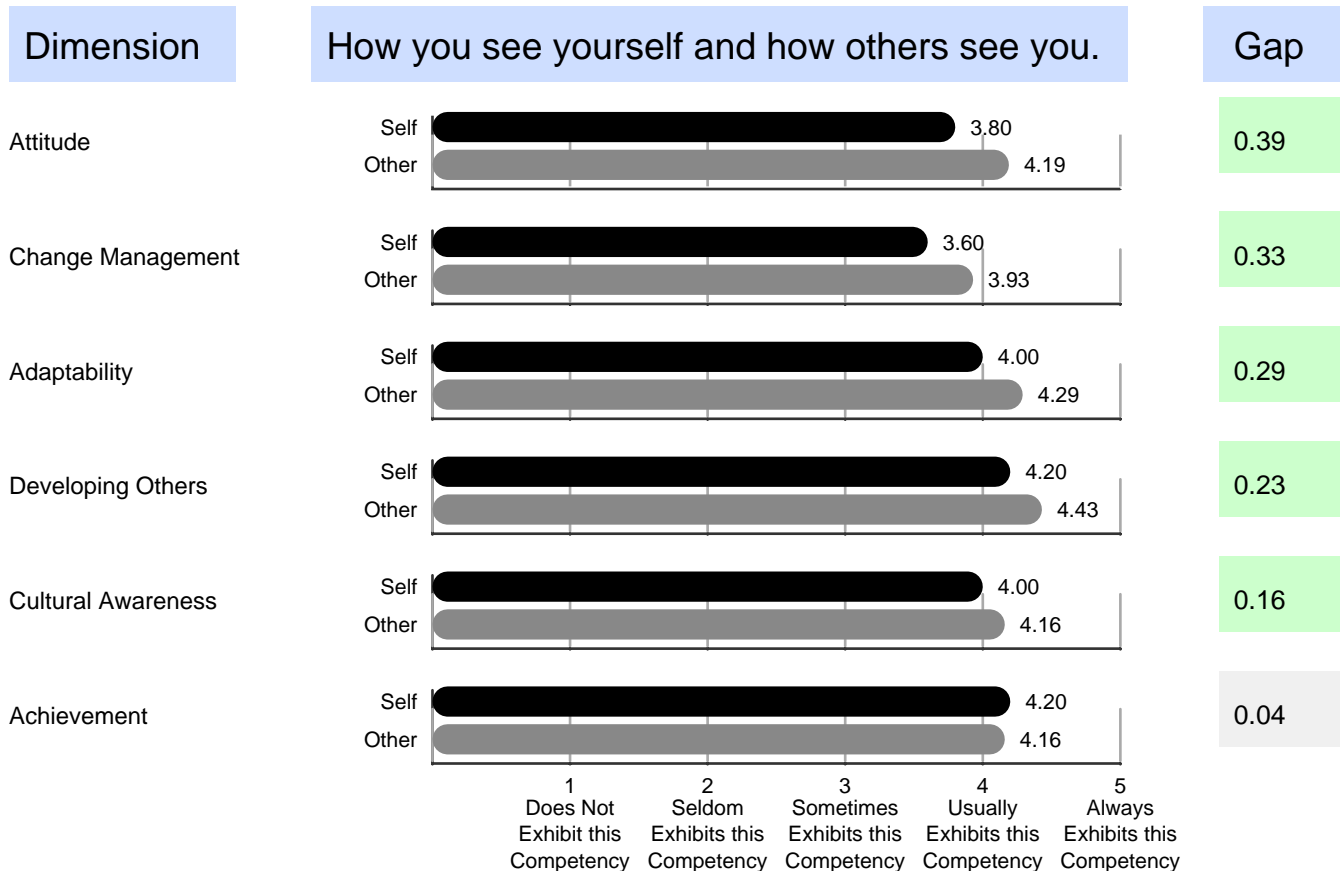
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



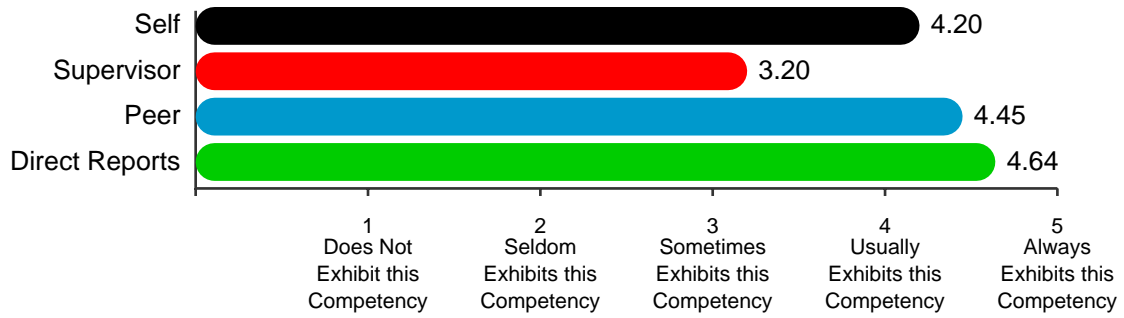
Gap Analysis

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.



Developing Others

Summary Scores



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



2. Provides constructive feedback to others.



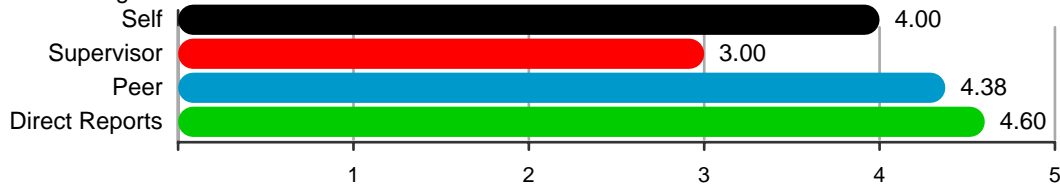
3. Develops employees by offering and encouraging them to take on new or additional responsibilities.



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



5. Is open to receiving feedback.



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).

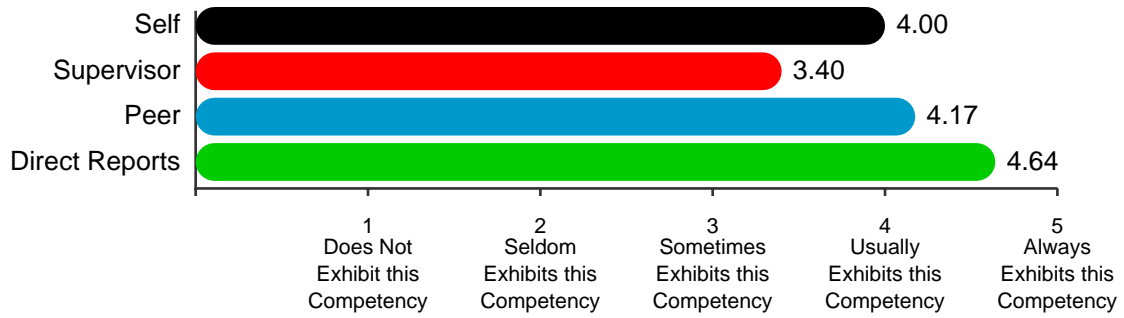
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Encourages employees through recognition of positive changes in behavior.	15	4.20	93.3	7%		67%		27%
2. Provides constructive feedback to others.	15	4.87	100.0	13%		87%		
3. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.27	93.3	7%		60%		33%
4. Creates a work environment that fosters positive feedback to employees.	15	4.40	86.7	13%	33%		53%	
5. Is open to receiving feedback.	15	4.33	93.3	7%		53%		40%

Comments:

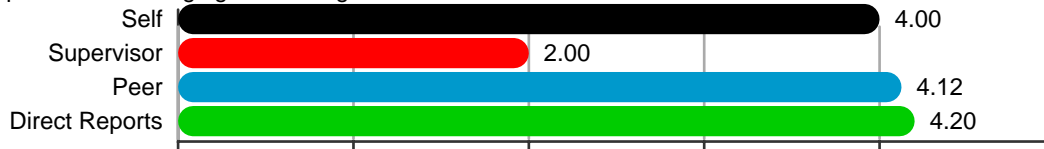
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- He has integrity, dependability, and a desire to constantly improve.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- _____ is very sharp and plays a vital role in this organization
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.

Adaptability

Summary Scores



6. Adjusts priorities to changing business goals.



7. Develops insights and applies innovative solutions to projects and problems.



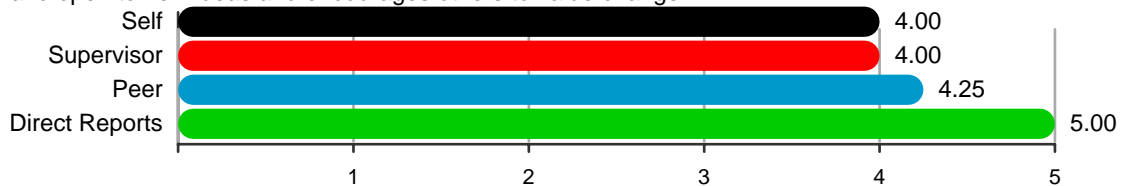
8. Learns from personal experiences and/or mistakes.



9. Able to adapt to changes in technology and processes.



10. Flexible and open to new ideas and encourages others to value change.



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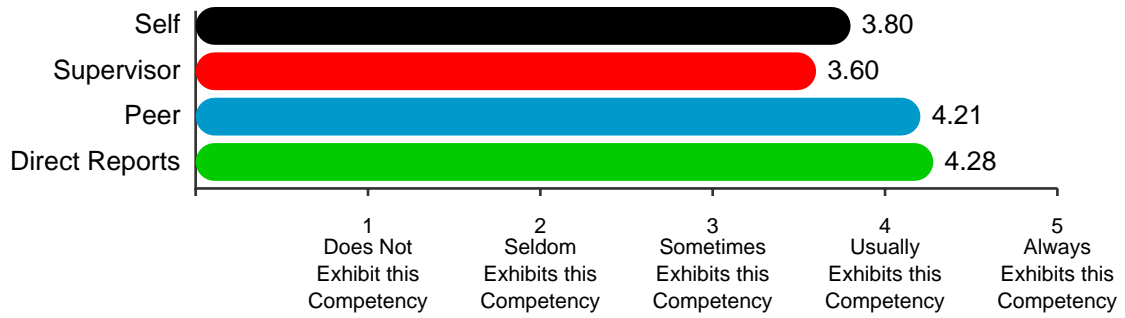
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Adjusts priorities to changing business goals.	15	4.00	80.0	7%	13%	53%	27%	
7. Develops insights and applies innovative solutions to projects and problems.	15	4.07	80.0		20%	53%	27%	
8. Learns from personal experiences and/or mistakes.	15	4.33	93.3	7%	47%		47%	
9. Able to adapt to changes in technology and processes.	15	4.47	93.3	7%	40%		53%	
10. Flexible and open to new ideas and encourages others to value change.	15	4.47	93.3	7%	40%		53%	

Comments:

- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- Very knowledgeable and always steps up if help is needed.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- _____ is always professional during interactions with staff.
- He is in an often times impossible position and is doing well all things considered

Attitude

Summary Scores



11. Treats all people fairly and with respect.



12. Contributes to a positive and fun work environment.



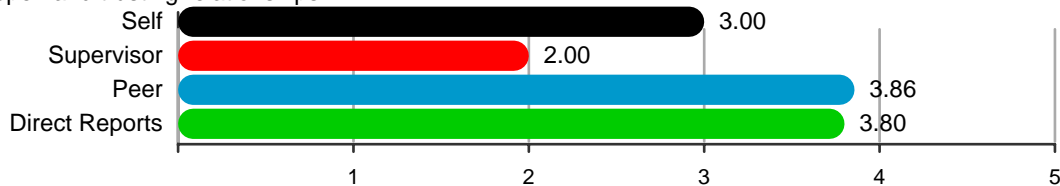
13. Contributes to a positive work environment.



14. Is gracious and professional in their interactions with others.



15. Builds open and trusting relationships.



Level of Skill

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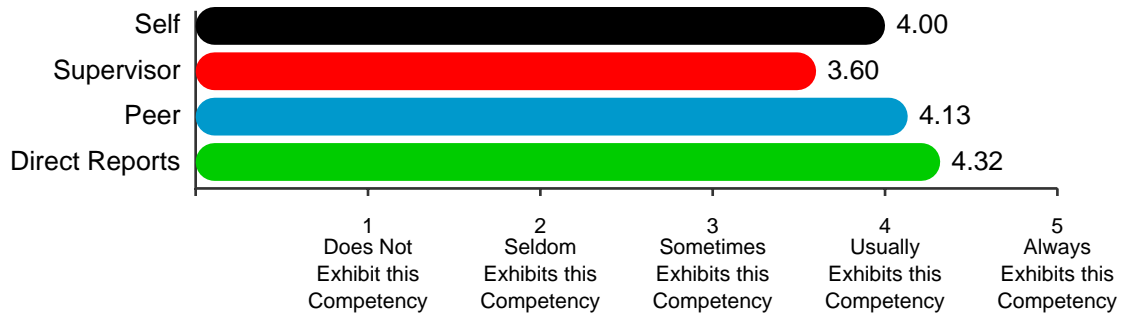
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Treats all people fairly and with respect.	15	4.60	100.0	40%		60%		
12. Contributes to a positive and fun work environment.	15	4.27	100.0	73%			27%	
13. Contributes to a positive work environment.	15	4.33	100.0	67%			33%	
14. Is gracious and professional in their interactions with others.	15	3.93	73.3	27%	53%		20%	
15. Builds open and trusting relationships.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- _____ is a great manager, committed to each employee in our department.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- I respect _____ and have turned to him for advice.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ 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.

Cultural Awareness

Summary Scores



16. Values the opinions of diverse groups and individual.



17. Fosters a diverse workforce free from discrimination and harassment.



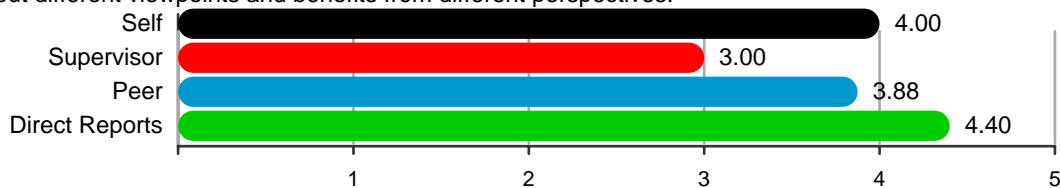
18. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



19. Treats others with dignity and respect.



20. Seeks out different viewpoints and benefits from different perspectives.



Level of Skill

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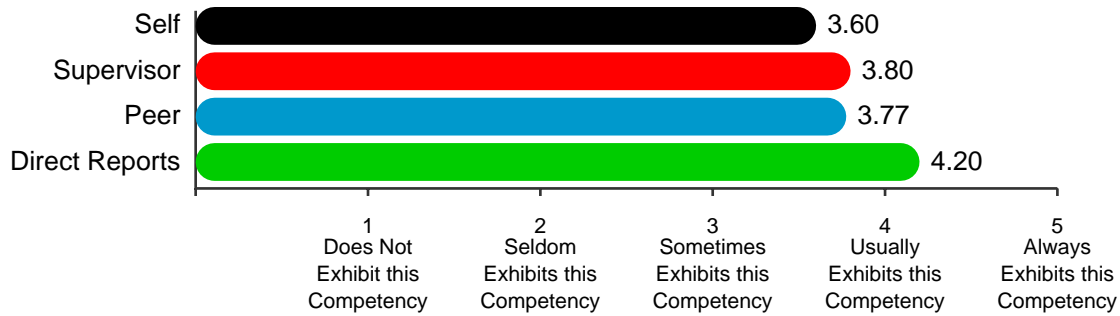
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Values the opinions of diverse groups and individual.	15	4.33	86.7	13%		40%	47%	
17. Fosters a diverse workforce free from discrimination and harassment.	15	4.27	93.3	7%		60%	33%	
18. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	14	4.00	92.9	7%		86%		7%
19. Treats others with dignity and respect.	14	4.14	85.7	7%	7%	50%		36%
20. Seeks out different viewpoints and benefits from different perspectives.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- Initiative, attitude, and willingness to pitch in.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.

Change Management

Summary Scores



21. Effective in dealing with ambiguous and challenging situations.



22. Addresses organizational and departmental resistance to changes.



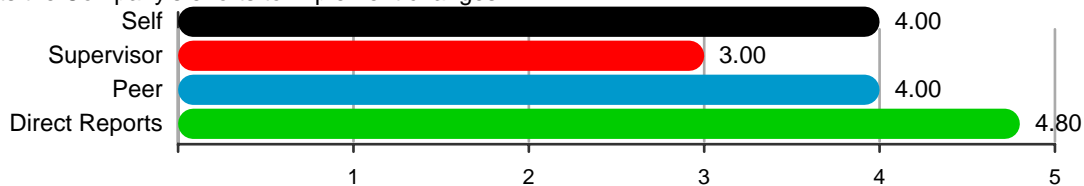
23. Effective in implementing new organizational vision and values.



24. Works cooperatively with others to implement changes.



25. Supports the Company's efforts to implement changes.



Level of Skill

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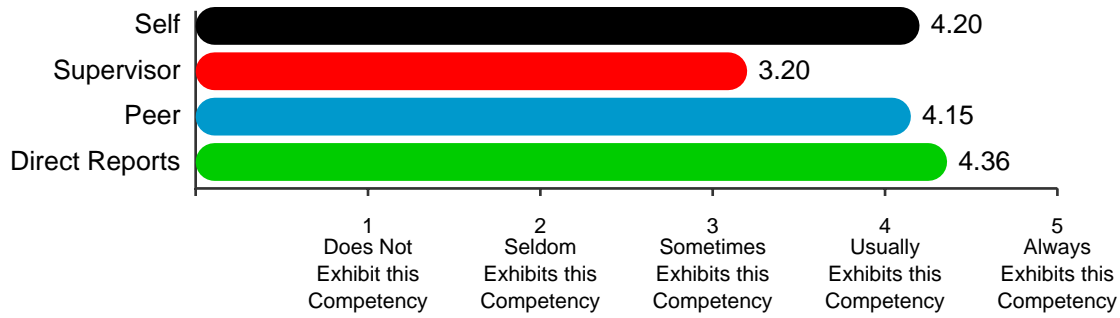
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Effective in dealing with ambiguous and challenging situations.	15	4.00	66.7	13%	20%	20%	47%	
22. Addresses organizational and departmental resistance to changes.	15	3.47	53.3	13%	33%	47%	7%	
23. Effective in implementing new organizational vision and values.	15	3.60	66.7	13%	20%	60%	7%	
24. Works cooperatively with others to implement changes.	15	4.27	86.7	7%	7%	40%	47%	
25. Supports the Company's efforts to implement changes.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

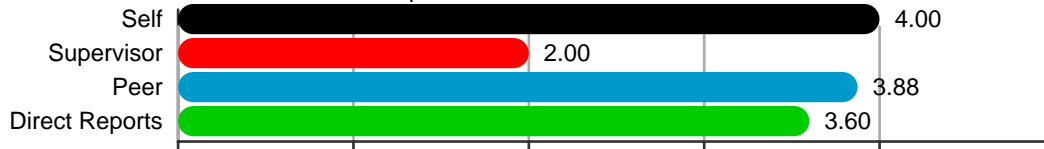
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- _____ has excellent job and people skills.
- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. _____ is always open and is a great collaborator.
- _____ is a great manager. Very supportive of his staff.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- 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.

Achievement

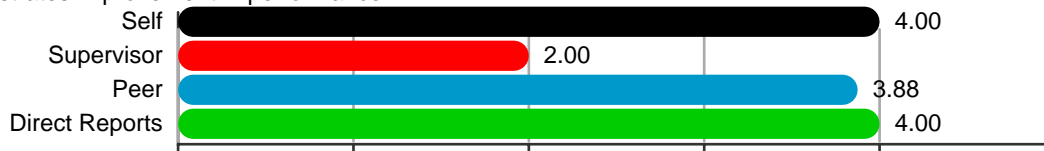
Summary Scores



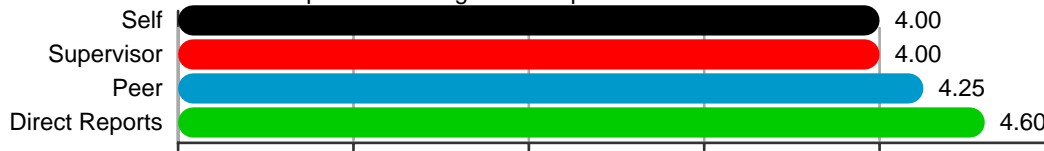
26. Eliminates bureaucratic barriers to streamline processes.



27. Demonstrates improvement in performance.



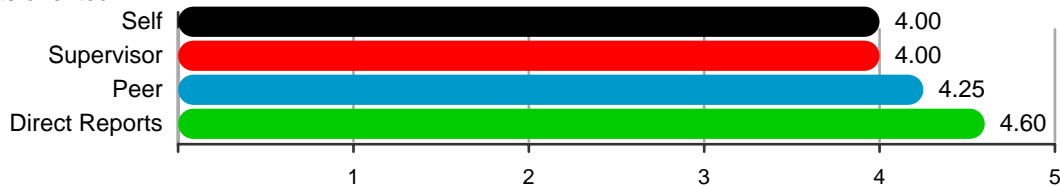
28. Makes use of talents of others to help achieve a high level of performance.



29. Strives to exceed standards of performance.



30. Is results oriented.



Level of Skill

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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. Eliminates bureaucratic barriers to streamline processes.	15	3.67	66.7	20%	13%	47%	20%	
27. Demonstrates improvement in performance.	15	3.80	73.3	20%	7%	47%	27%	
28. Makes use of talents of others to help achieve a high level of performance.	15	4.33	86.7		13%	40%	47%	
29. Strives to exceed standards of performance.	15	4.67	100.0			33%	67%	
30. Is results oriented.	15	4.33	100.0			67%	33%	

Comments:

- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- He has hired good people, and developed strong relationship's with finance.
- He continues to be a shining example to his team especially in process improvement and professional growth.

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?

- I have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- _____ 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.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- 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.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.

What do you like best about working with this individual?

- _____ is highly professional in his everyday work.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- I think _____ works really hard to engage with everyone of us.
- just know going through the hiring process with him.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.

What do you like least about working with this individual?

- _____ 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.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- 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 his expectations are clear, his communication is superb and there is a lot to learn from him.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- _____ 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.

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

- He has hired good people, and developed strong relationship's with finance.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- He is very collaborative and always attempts to work with others.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- I value _____ for so much more than his negotiating skills which are outstanding.

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

- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- His focus is for quality that is customer centered.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- _____ is a very effective leader and excellent communicator.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.

Any final comments?

- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.
- _____ is a very solid manager who meets or exceeds expectations of his role.