



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.

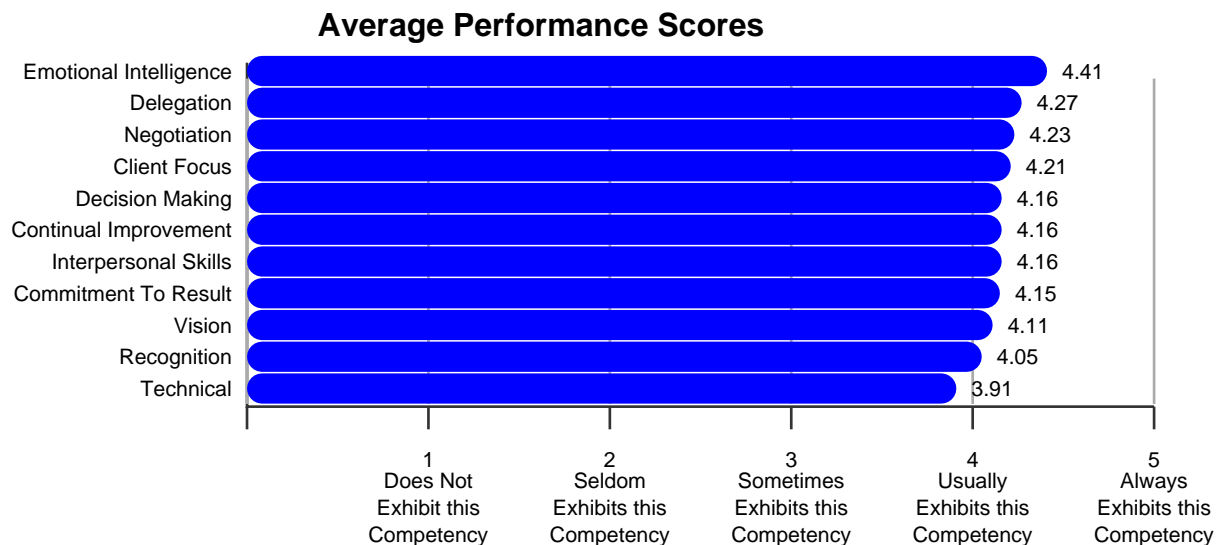
What to Do with Your Feedback

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 11 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.



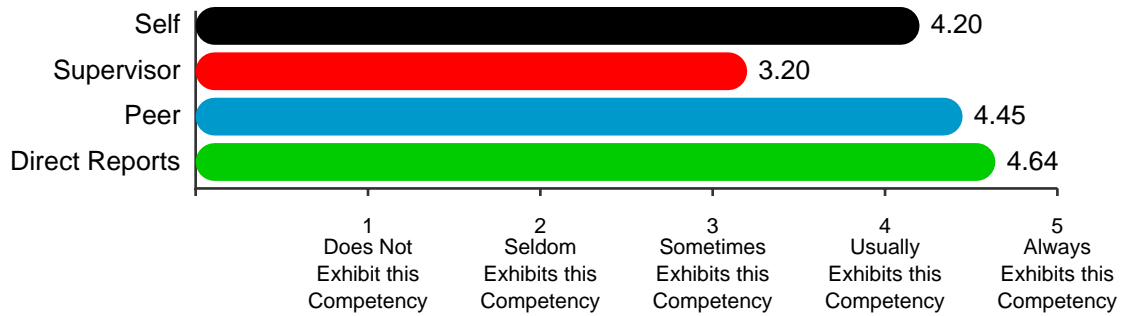
Gap Analysis

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.



Emotional Intelligence

Summary Scores



1. You are able to control your own emotions.



2. You help to make decisions and solve problems using knowledge about how others will react in certain situations.



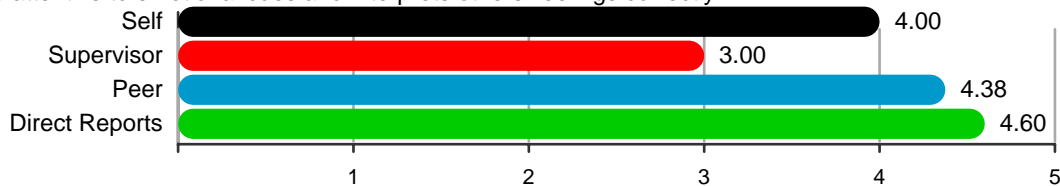
3. You are able to understand others' points of view.



4. You are able to express yourself clearly.



5. You are attentive to emotional cues and interprets others' feelings correctly.



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. You are able to control your own emotions.	15	4.20	93.3	7%		67%		27%
2. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.87	100.0	13%		87%		
3. You are able to understand others' points of view.	15	4.27	93.3	7%		60%		33%
4. You are able to express yourself clearly.	15	4.40	86.7	13%	33%		53%	
5. You are attentive to emotional cues and interprets others' feelings correctly.	15	4.33	93.3	7%		53%		40%

Comments:

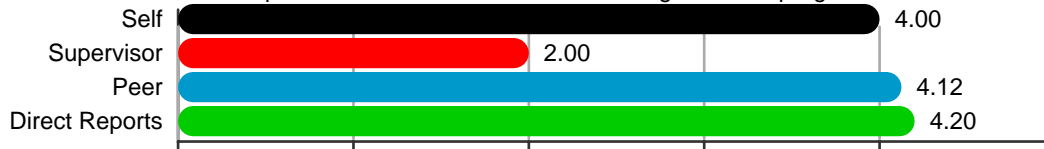
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- Needs to have more face-to-face communications with other employees in the company.
- Look up collaboration and you'll find ___'s picture beside the word.
- More opportunities to share knowledge with the team.
- Provides coaching for developing team leaders to help them meet their goals.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.

Delegation

Summary Scores



6. You set clear and reasonable expectations for others and follow through on their progress.



7. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.



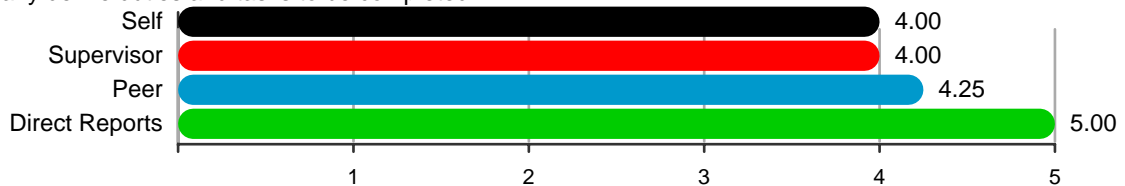
8. You delegate authority and responsibility to subordinates and holds them accountable for your actions.



9. You entrust subordinates with important tasks.



10. You clearly define duties and tasks to be completed.



Level of Skill

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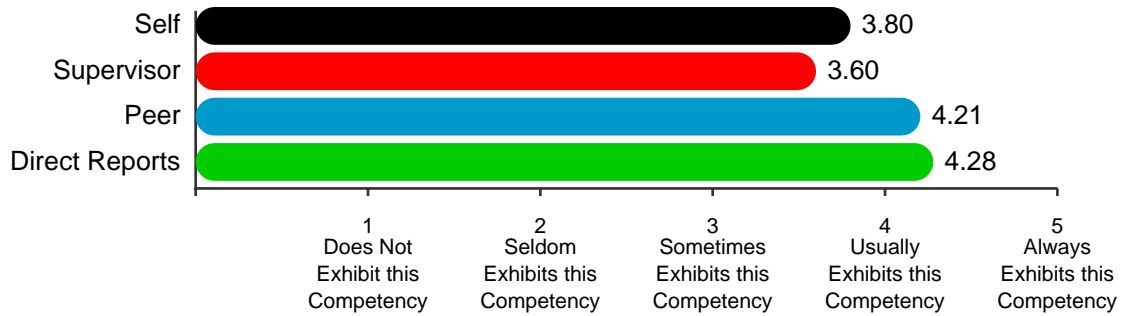
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You set clear and reasonable expectations for others and follow through on their progress.	15	4.00	80.0	7%	13%	53%	27%	
7. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.07	80.0		20%	53%	27%	
8. You delegate authority and responsibility to subordinates and holds them accountable for your actions.	15	4.33	93.3	7%	47%		47%	
9. You entrust subordinates with important tasks.	15	4.47	93.3	7%	40%		53%	
10. You clearly define duties and tasks to be completed.	15	4.47	93.3	7%	40%		53%	

Comments:

- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- ___ is a strong advocate for both the customer and staff.
- She does follow up and follow through.
- ___'s priority is our customers and community.
- Timely follow through.

Decision Making

Summary Scores



11. You ask for additional information when making critical decisions.



12. I perform a cost/benefit analysis before making a decision.



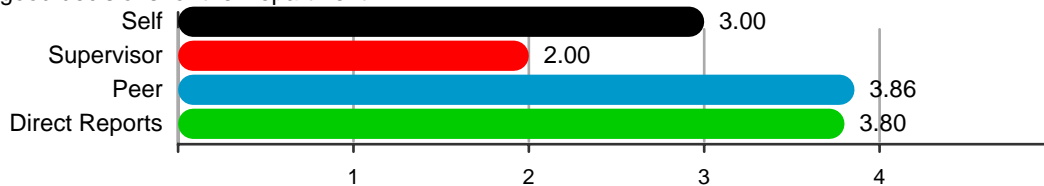
13. I am creative about the decisions I make.



14. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action



15. I make good decisions for the Department.



Level of Skill

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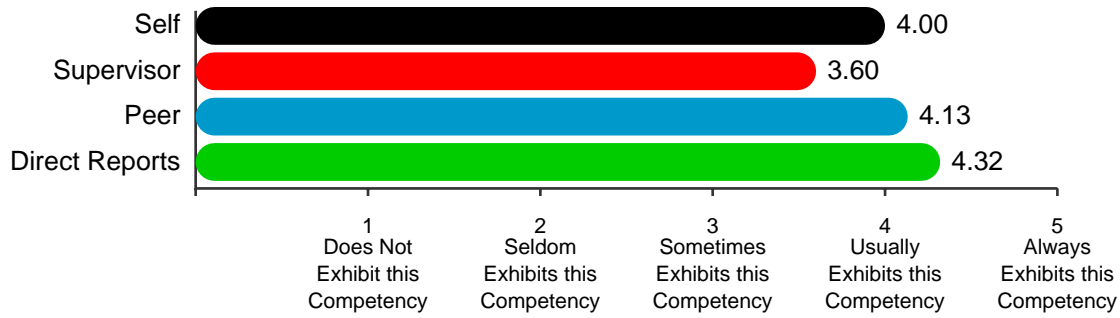
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You ask for additional information when making critical decisions.	15	4.60	100.0			40%	60%	
12. I perform a cost/benefit analysis before making a decision.	15	4.27	100.0			73%		27%
13. I am creative about the decisions I make.	15	4.33	100.0			67%		33%
14. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.93	73.3	27%		53%		20%
15. I make good decisions for the Department.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- Her communication style can also come across as very directive at times to peers and subordinates.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- ___'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.

Commitment To Result

Summary Scores



16. You coordinate all department activities into a cohesive team effort.



17. You are committed to the team.



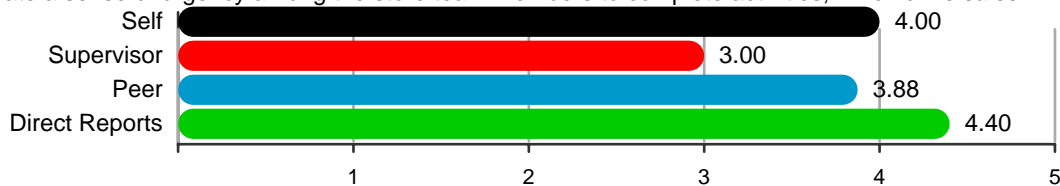
18. You are willing to do whatever it takes-not afraid to have to put in extra effort.



19. You encourage commitment in others to obtain results.



20. You create a sense of urgency among the store team members to complete activities, which drive sales.



Level of Skill

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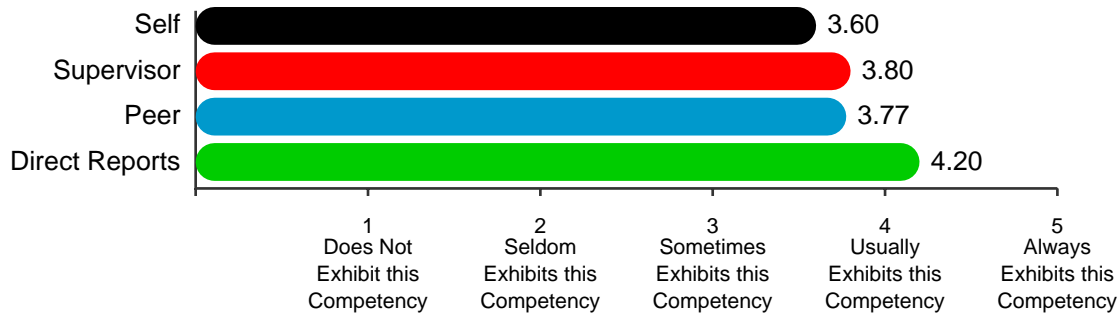
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You coordinate all department activities into a cohesive team effort.	15	4.33	86.7	13%	40%	47%		
17. You are committed to the team.	15	4.27	93.3	7%	60%	33%		
18. You are willing to do whatever it takes-not afraid to have to put in extra effort.	14	4.00	92.9	7%	86%	7%		
19. You encourage commitment in others to obtain results.	14	4.14	85.7	7%	7%	50%	36%	
20. You create a sense of urgency among the store team members to complete activities, which drive sales.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- 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.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- ____ has used her strengths to make this department stronger in many ways.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I think ____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ____ took over and I feel ____ has risen to the occasion and handled herself well.
- 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.

Technical

Summary Scores



21. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



22. You seek information from others as needed.



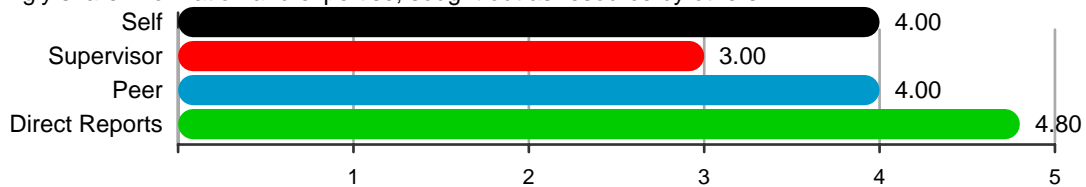
23. You know how to produce high quality products/work.



24. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



25. You willingly share information and expertise; sought out as resource by others



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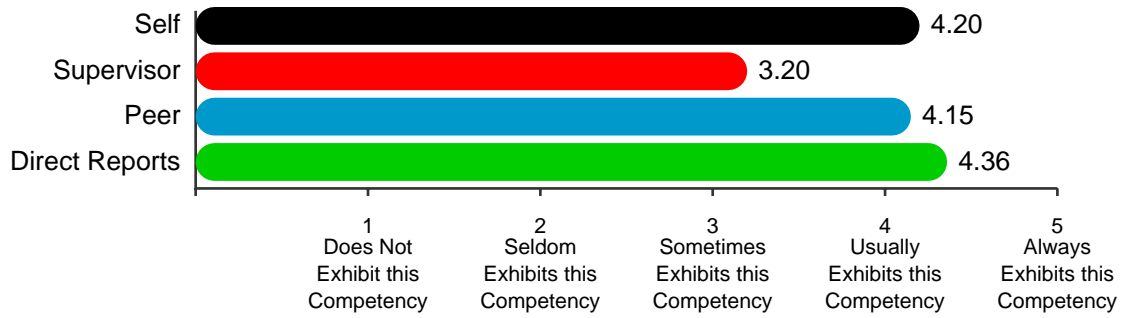
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.00	66.7	13%	20%	20%	47%	
22. You seek information from others as needed.	15	3.47	53.3	13%	33%	47%	7%	
23. You know how to produce high quality products/work.	15	3.60	66.7	13%	20%	60%	7%	
24. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.27	86.7	7%	7%	40%	47%	
25. You willingly share information and expertise; sought out as resource by others	15	4.20	80.0	7%	13%	33%	47%	

Comments:

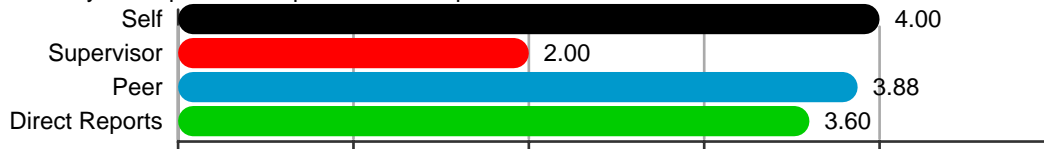
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- While encouraging folks to continue with their education, she is also continuing with her education.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- ___ is a great manager to work for.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.

Continual Improvement

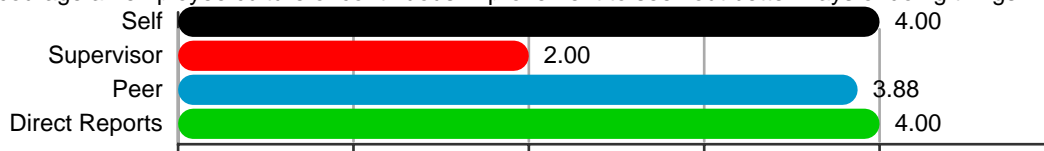
Summary Scores



26. You look for ways to improve work processes and procedures.



27. You encourage an employee culture of continuous improvement to seek out better ways of doing things.



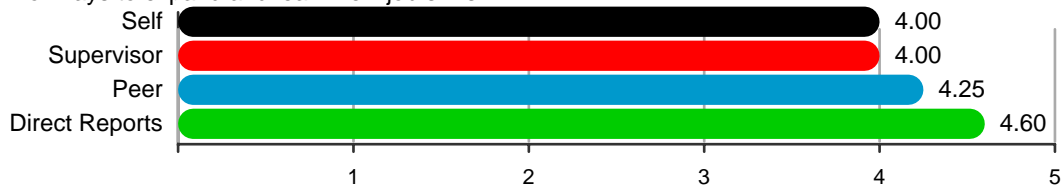
28. You are open to the suggestions from others.



29. You promote training and development opportunities to enhance job performance.



30. You look for ways to expand and learn new job skills.



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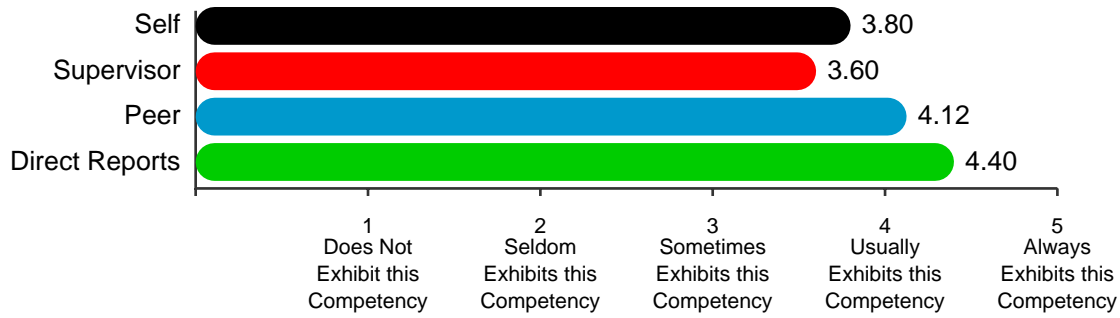
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You look for ways to improve work processes and procedures.	15	3.67	66.7	20%	13%	47%	20%	
27. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.80	73.3	20%	7%	47%	27%	
28. You are open to the suggestions from others.	15	4.33	86.7		13%	40%	47%	
29. You promote training and development opportunities to enhance job performance.	15	4.67	100.0			33%	67%	
30. You look for ways to expand and learn new job skills.	15	4.33	100.0			67%	33%	

Comments:

- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- ___ does an exceptional job at running the department.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.

Interpersonal Skills

Summary Scores



31. You are a role model for others



32. You apply appropriate communication techniques to the situation.



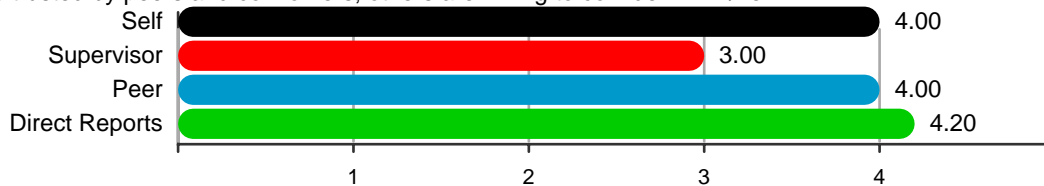
33. You use knowledge and charisma rather than position, power, or coercion to influence others



34. You are open and approachable



35. You are trusted by peers and co-workers; others are willing to confide in him/her



Level of Skill

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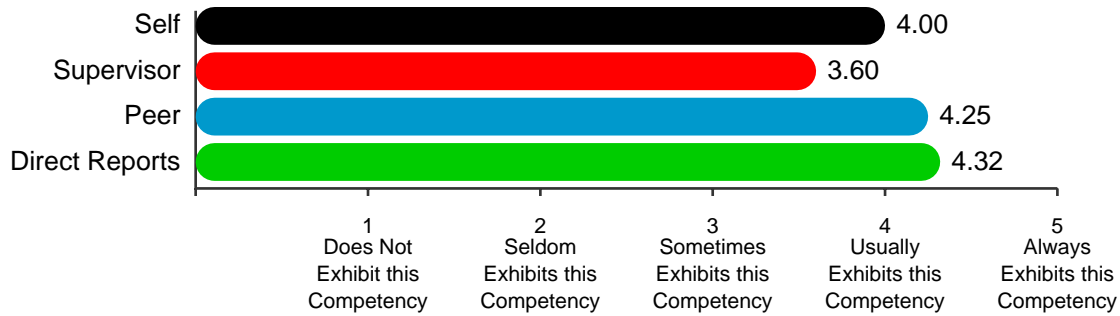
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You are a role model for others	15	4.07	80.0	20%		53%		27%
32. You apply appropriate communication techniques to the situation.	15	4.47	100.0		53%		47%	
33. You use knowledge and charisma rather than position, power, or coercion to influence others	15	4.13	80.0	20%		47%		33%
34. You are open and approachable	15	4.13	86.7	13%		60%		27%
35. You are trusted by peers and co-workers; others are willing to confide in him/her	15	4.00	80.0	20%		60%		20%

Comments:

- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- Provides coaching for developing team leaders to help them meet their goals.
- 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. You focus on providing excellent client service.



37. I create new and innovative products for clients.



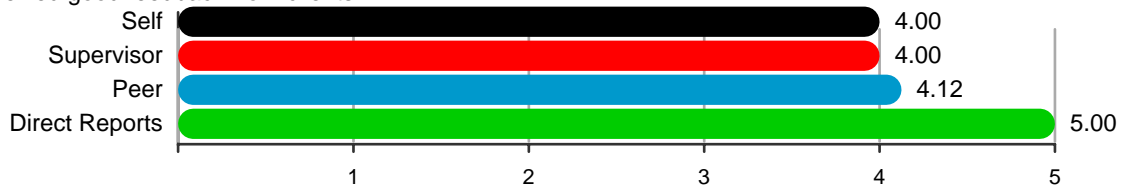
38. You thoroughly understand the needs of the client.



39. I consistently meet client's needs.



40. You received good feedback from clients.



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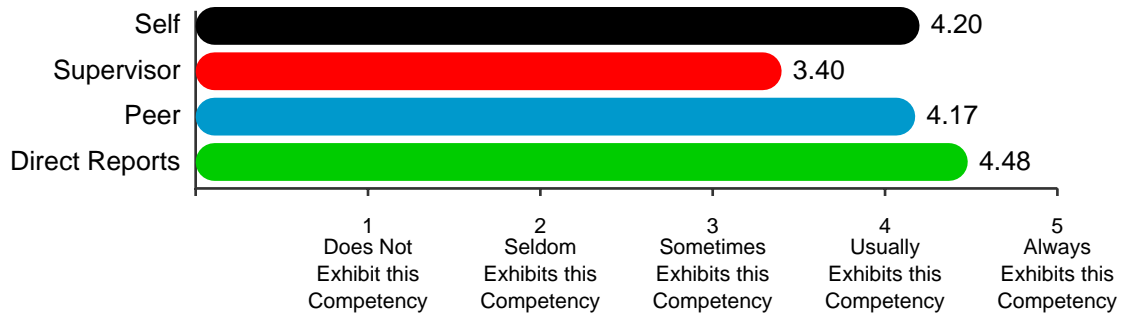
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You focus on providing excellent client service.	15	4.33	100.0			67%		33%
37. I create new and innovative products for clients.	15	3.93	80.0	13%	7%		53%	27%
38. You thoroughly understand the needs of the client.	15	4.27	86.7		13%		47%	40%
39. I consistently meet client's needs.	15	4.13	86.7		13%		60%	27%
40. You received good feedback from clients.	15	4.40	93.3		7%		47%	47%

Comments:

- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- She knows her subject matter!
- ___ is always willing and routinely seeks opportunities to work with other departments.
- She is an excellent teammate, great attitude, effort, and energy.
- 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.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.

Negotiation

Summary Scores



41. You maintain good interpersonal relationships with representatives from the other party.



42. You research the needs of the other party to identify strengths and weaknesses of positions.



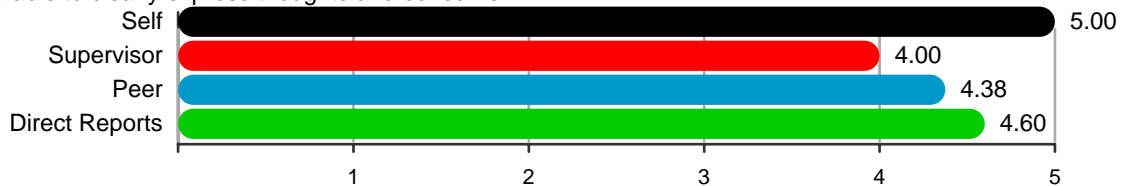
43. You understand the expectations of other parties in the negotiation.



44. You maintain communication channels between parties in the negotiation.



45. You are able to clearly express thoughts and concerns.



Level of Skill

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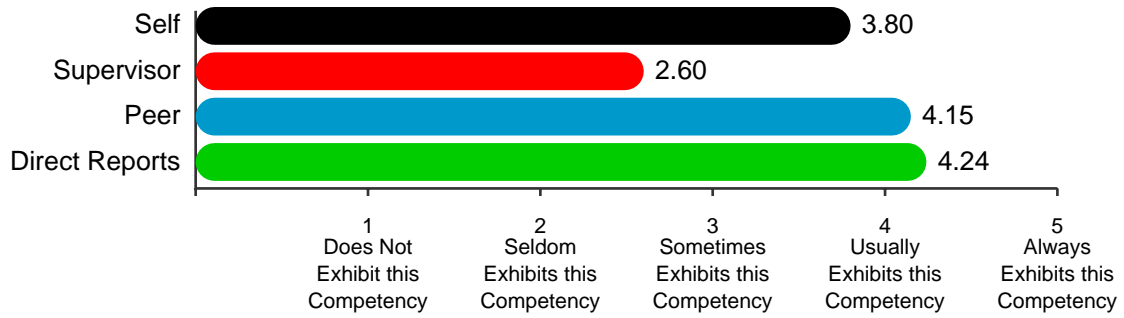
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41. You maintain good interpersonal relationships with representatives from the other party.	15	4.33	93.3	7%	53%	40%		
42. You research the needs of the other party to identify strengths and weaknesses of positions.	15	4.20	80.0	20%	40%	40%		
43. You understand the expectations of other parties in the negotiation.	15	4.13	86.7	13%	60%	27%		
44. You maintain communication channels between parties in the negotiation.	15	4.00	86.7	13%	73%	13%		
45. You are able to clearly express thoughts and concerns.	15	4.47	93.3	7%	40%	53%		

Comments:

- She also has always been thankful for any help that I have given her.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- Takes complete ownership of role and looks for ways to assist teammates.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- A willingness and flexibility to pitch in help where needed is important.

Recognition

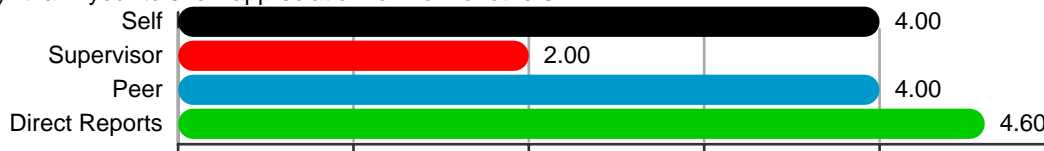
Summary Scores



46. You readily share credit and gives others opportunity for visibility.



47. You say "thank you" to show appreciation for work of others.



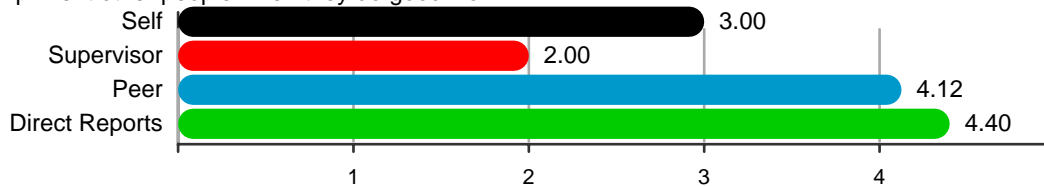
48. You find opportunities to recognize others.



49. You recognize the abilities and skills of self and others



50. You compliment other people when they do good work



Level of Skill

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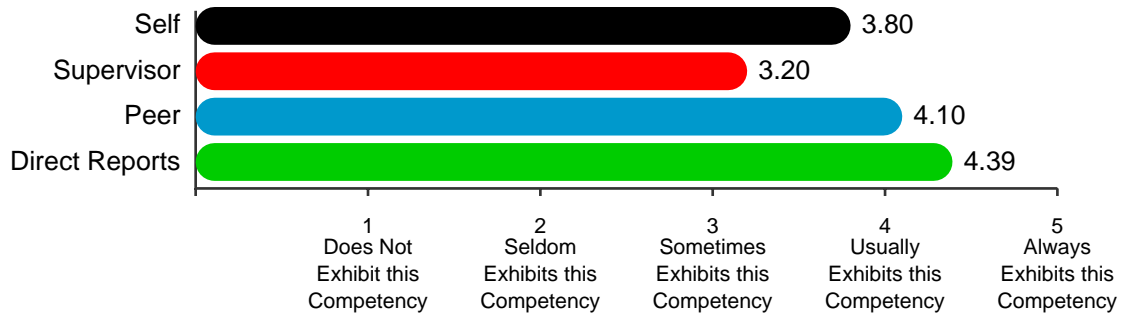
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46. You readily share credit and gives others opportunity for visibility.	15	3.87	80.0	7%	13%	67%	13%	
47. You say "thank you" to show appreciation for work of others.	15	4.07	86.7	13%	53%	33%		
48. You find opportunities to recognize others.	15	4.13	86.7	13%	60%	27%		
49. You recognize the abilities and skills of self and others	15	4.20	86.7	7%	7%	47%	40%	
50. You compliment other people when they do good work	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- She collaborates with all departments and operates under shared governance.
- Unfortunately there has been inconsistency in actions and results.
- ___ has been eager to learn her new position and is transitioning well.

Vision

Summary Scores



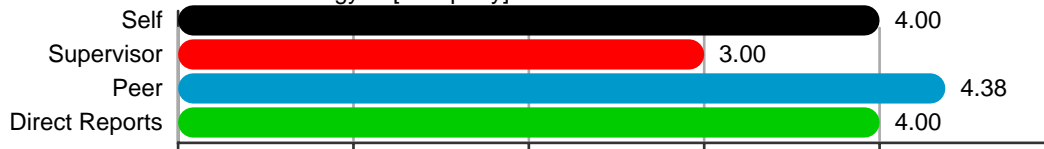
51. You understand the vision of the Company and promote it ahead of any self-interests.



52. You create a positive vision of the future for the Company.



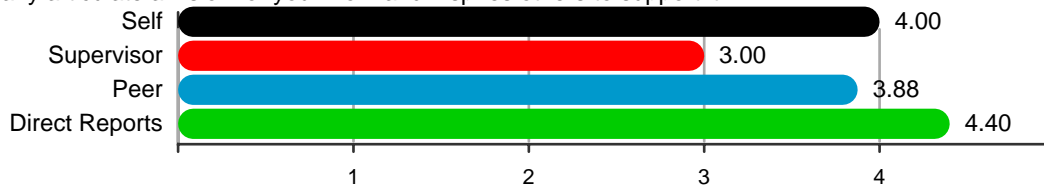
53. You communicate the vision and strategy of [Company]



54. You create a common vision for others.



55. You clearly articulate a vision for your work and inspires others to support it



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
51. You understand the vision of the Company and promote it ahead of any self-interests.	14	4.14	92.9	7%		71%		21%
52. You create a positive vision of the future for the Company.	14	4.21	85.7	14%		50%		36%
53. You communicate the vision and strategy of [Company]	15	4.13	80.0	20%		47%		33%
54. You create a common vision for others.	15	4.07	80.0	20%		53%		27%
55. You clearly articulate a vision for your work and inspires others to support it	15	4.00	80.0	20%		60%		20%

Comments:

- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- Positive energy and a team player.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.

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 established credibility and trust with all the directors and managers.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- She communicates well to all staff and we know what is expected of us.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- ___ promotes and encourages teambuilding throughout the entire department.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.

What do you like best about working with this individual?

- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- ___ is always working to include staff in a shared decision making processes.
- We have made improvements in our documentation and have decreased duplicate reporting.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.

What do you like least about working with this individual?

- She is very relatable and I believe it helps with the initial contact with the prospects.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- I have enjoyed working with ___ and will miss her support and direction.
- I appreciate her receptiveness and openness and her sense of humor.

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

- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- ___ works to keep up but a lot of new concepts.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.

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

- Ready to tackle any given problem and help others finish 1st
- I have great respect and appreciation for _____. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- When _____ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ has been eager to learn her new position and is transitioning well.
- She consistently conducts herself with professionalism and represents our unit well.
- She knows what her customers needs and seeks to find the best individual to fill those roles.

Any final comments?

- She works diligently with our supplier to ensure the inventory is cost effective.
- She is both the manager and the interim director for the service line.
- Where do I even start to articulate how much I value about working with _____ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as _____ is.
- _____ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.