



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.

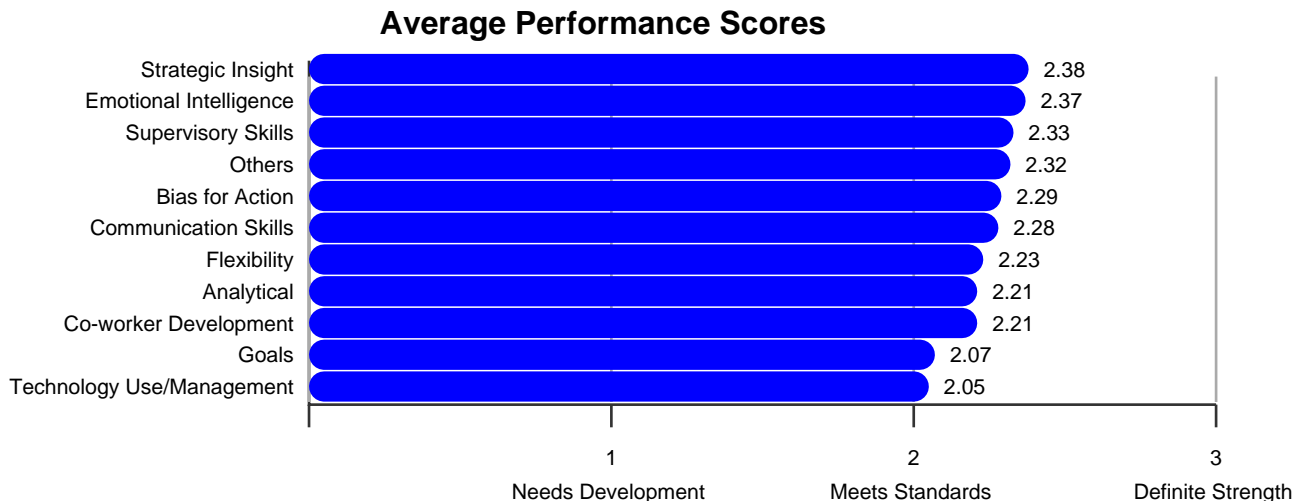
What to Do with Your Feedback

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.



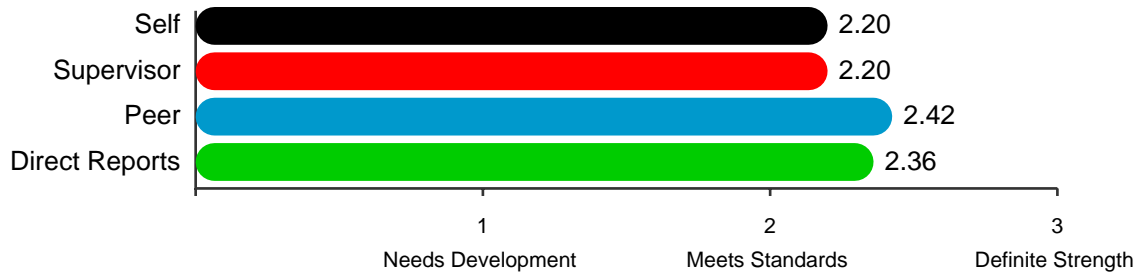
Gap Analysis

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

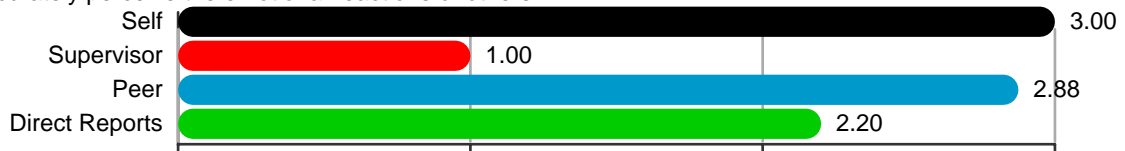
Summary Scores



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



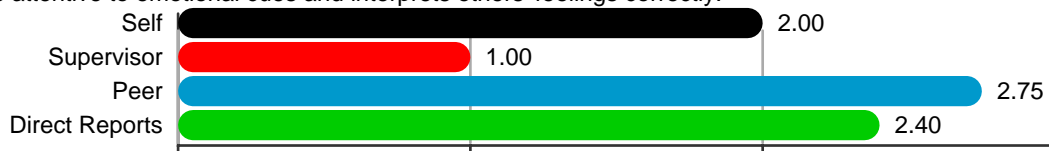
2. You accurately perceive the emotional reactions of others.



3. You are able to manage your own emotions.



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



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



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 Development) to green (Definite Strength).

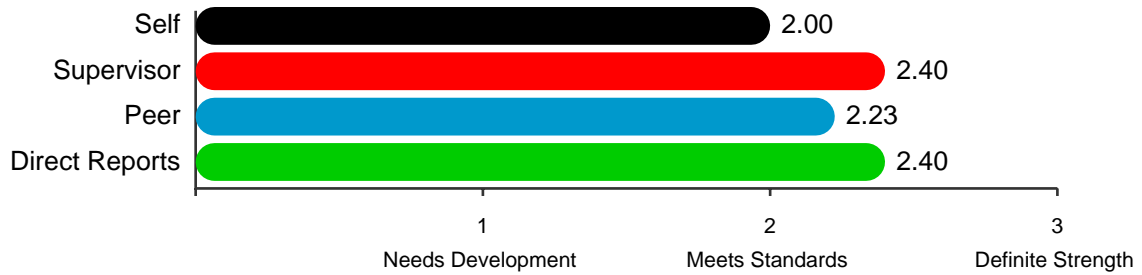
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.27	33.3	7%	60%	33%
2. You accurately perceive the emotional reactions of others.	15	2.53	73.3	20%	7%	73%
3. You are able to manage your own emotions.	15	2.33	40.0	7%	53%	40%
4. You are attentive to emotional cues and interprets others' feelings correctly.	15	2.47	53.3	7%	40%	53%
5. You are able to understand others' points of view.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.

Communication Skills

Summary Scores



6. You give clear and convincing presentations.



7. You ask follow-up questions as needed.



8. You communicate effectively with all levels of the organization.



9. You deliver information in a clear, concise, and logical manner.



10. You have the confidence to communicate effectively to all levels (from ceo down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



Level of Skill

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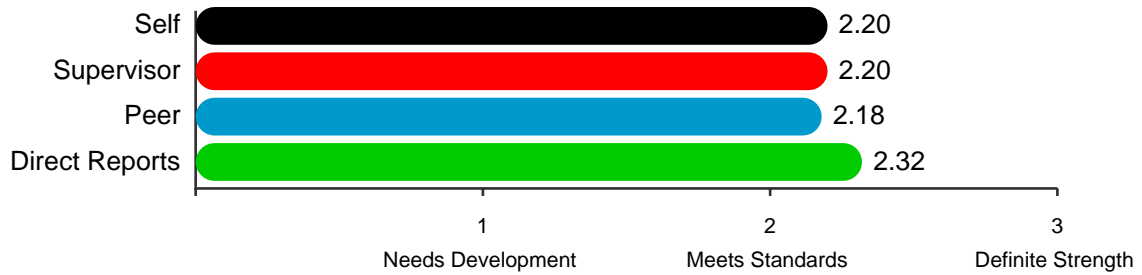
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You give clear and convincing presentations.	15	2.13	33.3	20%	47%	33%
7. You ask follow-up questions as needed.	15	2.07	26.7	20%	53%	27%
8. You communicate effectively with all levels of the organization.	15	2.33	40.0	7%	53%	40%
9. You deliver information in a clear, concise, and logical manner.	15	2.40	53.3	13%	33%	53%
10. You have the confidence to communicate effectively to all levels (from ceo down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ applied her strong analytical skills to problem solving.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- ___ needs to remove herself 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.

Flexibility

Summary Scores



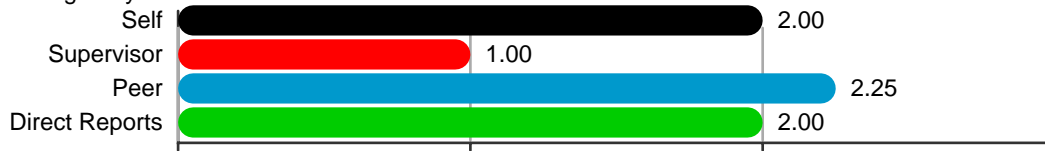
11. You are effective in incorporating new ideas.



12. You adapt to new organizational structures, policies, or procedures.



13. You are willing to try new ideas.



14. You adapt to circumstances as needed.



15. You identify new opportunities to achieve goals



Level of Skill

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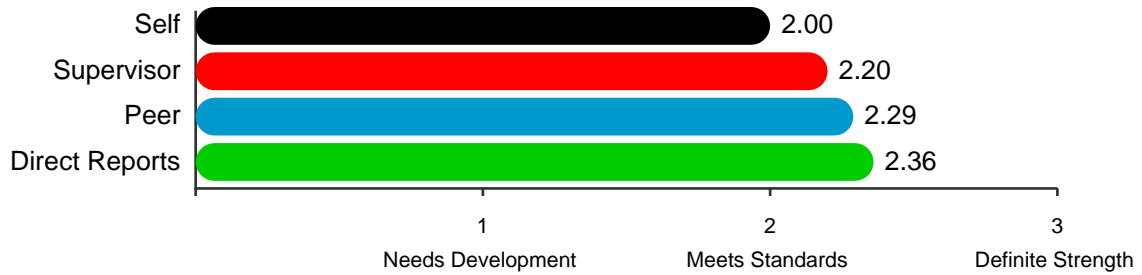
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You are effective in incorporating new ideas.	15	2.33	40.0	7%	53%	40%
12. You adapt to new organizational structures, policies, or procedures.	15	2.07	20.0	13%	67%	20%
13. You are willing to try new ideas.	15	2.07	26.7	20%	53%	27%
14. You adapt to circumstances as needed.	15	2.27	40.0	13%	47%	40%
15. You identify new opportunities to achieve goals	14	2.43	50.0	7%	43%	50%

Comments:

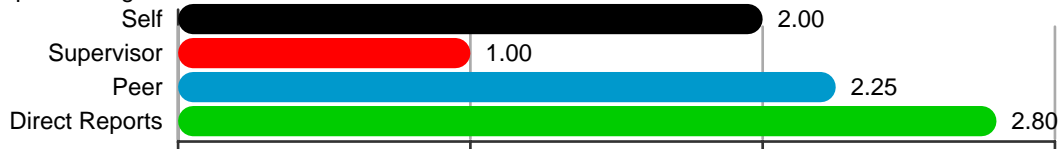
- Without a doubt, ___ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- She is a very diligent hard worker.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ has been an excellent assistant manager.

Bias for Action

Summary Scores



16. You complete a large volume of work.



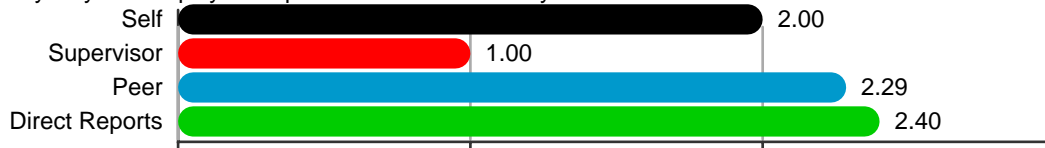
17. You motivate others to achieve or exceed goals



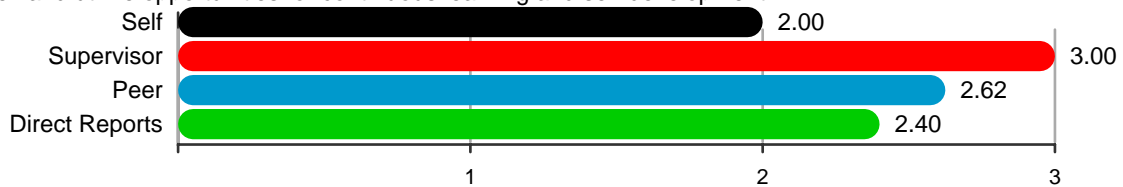
18. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



19. You identify ways to simplify work processes and reduce cycle times



20. You seek and utilize opportunities for continuous learning and self-development.



Level of Skill

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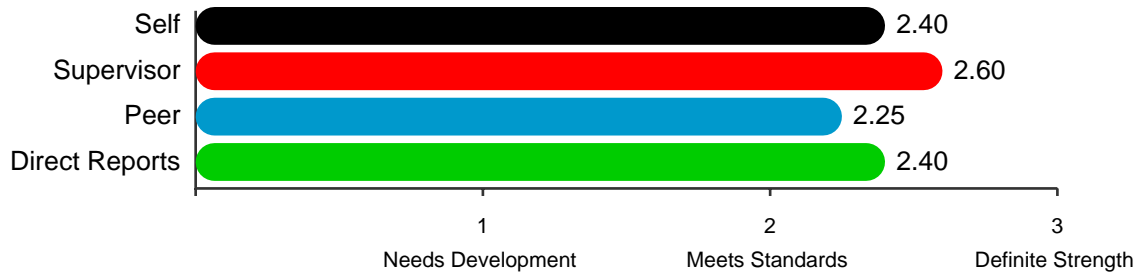
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You complete a large volume of work.	15	2.33	46.7	13%	40%	47%
17. You motivate others to achieve or exceed goals	15	2.33	40.0	7%	53%	40%
18. You project a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	14	2.00	14.3	14%	71%	14%
19. You identify ways to simplify work processes and reduce cycle times	14	2.21	42.9	21%	36%	43%
20. You seek and utilize opportunities for continuous learning and self-development.	15	2.53	60.0	7%	33%	60%

Comments:

- I trust that I can go to her in confidence and she will really listen to what I am saying.
- She has been a great addition to the department in this area.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- As mentioned above, good collaboration.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- Allocates resources in advance to ensure the required work can be completed.

Supervisory Skills

Summary Scores



21. You maintain good working relationships with employees.



22. You are aware of the unique strengths of each employee.



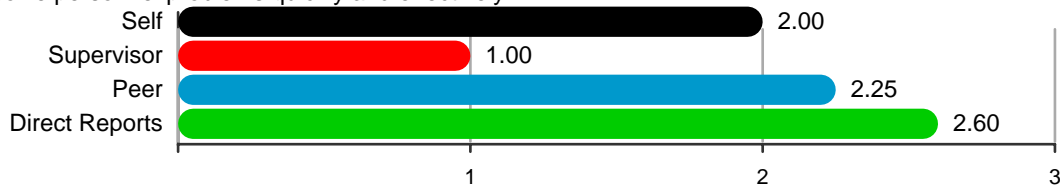
23. You promote teamwork and cooperation within the department.



24. You encourage employees to achieve your full potential.



25. You resolve personnel problems quickly and effectively.



Level of Skill

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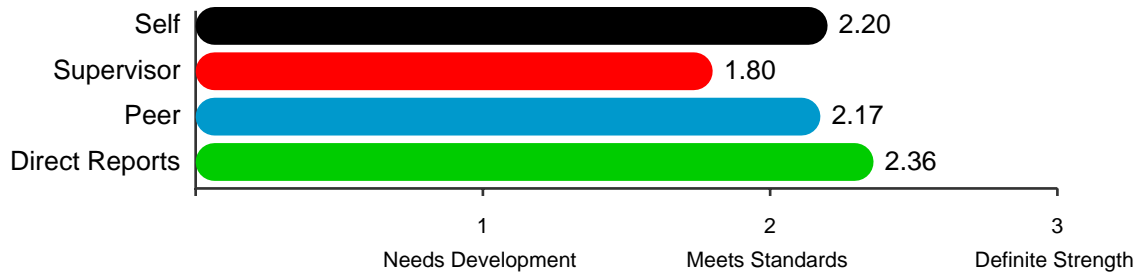
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You maintain good working relationships with employees.	15	2.60	66.7	7%	27%	67%
22. You are aware of the unique strengths of each employee.	15	2.33	40.0	7%	53%	40%
23. You promote teamwork and cooperation within the department.	15	2.07	20.0	13%	67%	20%
24. You encourage employees to achieve your full potential.	15	2.40	53.3	13%	33%	53%
25. You resolve personnel problems quickly and effectively.	15	2.27	53.3	27%	20%	53%

Comments:

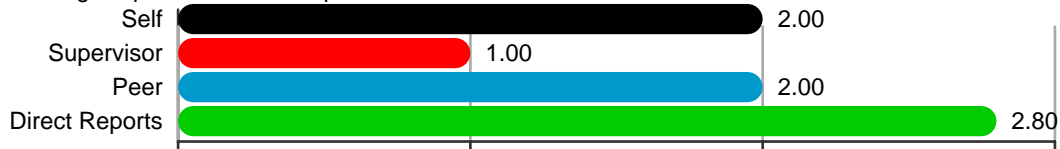
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- ___ is by far a leader in the service area.
- ___ has good knowledge and awareness of the strengths and talents within the organization.
- I look forward to learning and improving with her and the other members in the division.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.

Analytical

Summary Scores



26. You ask the "right" questions to size up or evaluate situations.



27. You prioritize various actions to be taken when solving a problem.



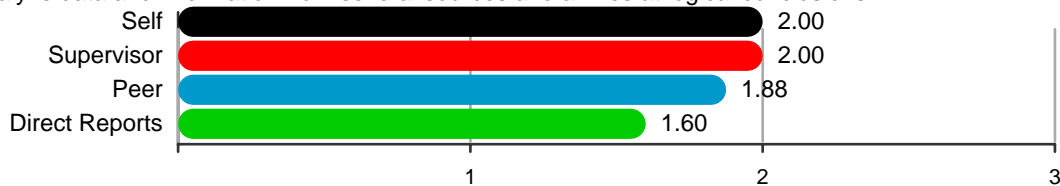
28. You identify opportunities for progress and innovation.



29. You identify problems and issues needing resolution.



30. You analyze data and information from several sources and arrives at logical conclusions.



Level of Skill

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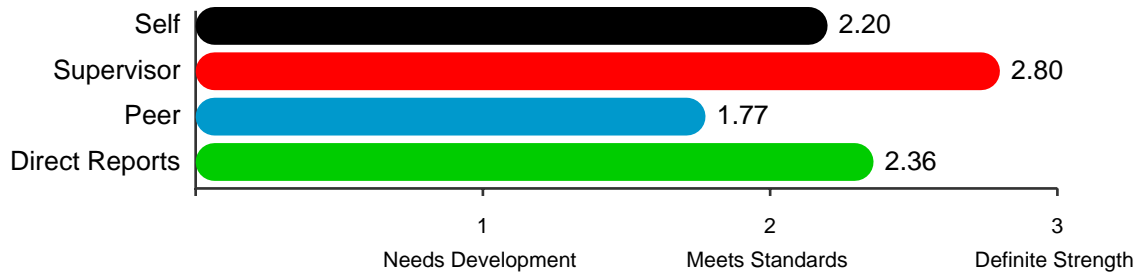
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You ask the "right" questions to size up or evaluate situations.	15	2.20	33.3	13%	53%	33%
27. You prioritize various actions to be taken when solving a problem.	15	2.00	26.7	27%	47%	27%
28. You identify opportunities for progress and innovation.	15	2.47	53.3	7%	40%	53%
29. You identify problems and issues needing resolution.	15	2.60	60.0		40%	60%
30. You analyze data and information from several sources and arrives at logical conclusions.	15	1.80	13.3	33%	53%	13%

Comments:

- I garner ideas from her regularly and look to her as a mentor.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- ___ gives me feedback good and indifferent.
- Seek and provide critical feedback.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.

Goals

Summary Scores



31. You achieve goals.



32. You achieve established goals.



33. You establish and document goals and objectives.



34. You understand and contribute to development of strategic goals.



35. You set high expectations and goals; encourages others to support the organization.



Level of Skill

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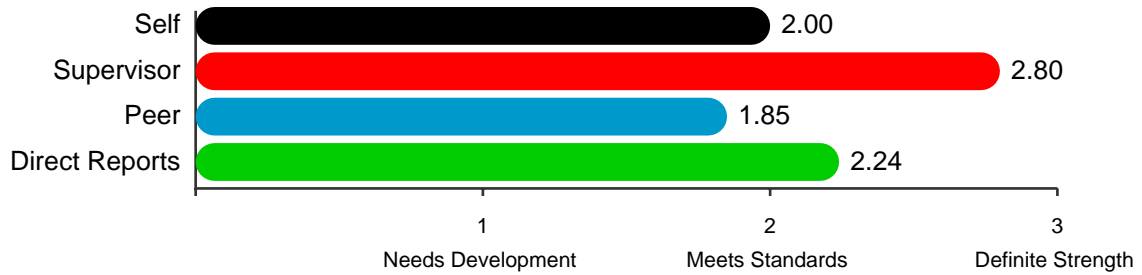
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You achieve goals.	15	2.13	33.3	20%	47%	33%
32. You achieve established goals.	15	2.13	33.3	20%	47%	33%
33. You establish and document goals and objectives.	15	2.07	33.3	27%	40%	33%
34. You understand and contribute to development of strategic goals.	15	2.13	26.7	13%	60%	27%
35. You set high expectations and goals; encourages others to support the organization.	15	1.87	20.0	33%	47%	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.
- She is the only manager in the department to help us when we are short.
- ____, more than most, takes what we've learned and implements changes.
- Provides team members with frequent informal feedback.
- Loyalty. Willingness to get it right.
- 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.

Technology Use/Management

Summary Scores



36. You are proficient in the use of technical systems and processes.



37. You support technical training and development of employees.



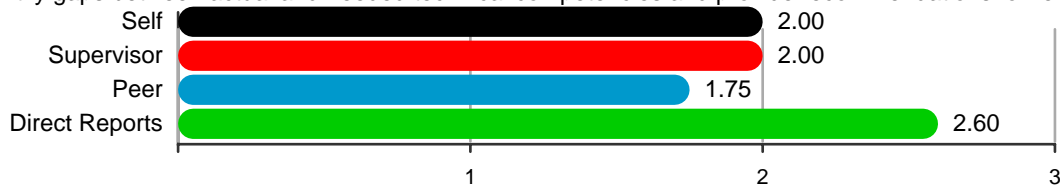
38. You adopt the implementation of new technology into the workplace.



39. You maximize the use of new technology to deliver products and services.



40. You identify gaps between actual and needed technical competencies and provide recommendations for required training.



Level of Skill

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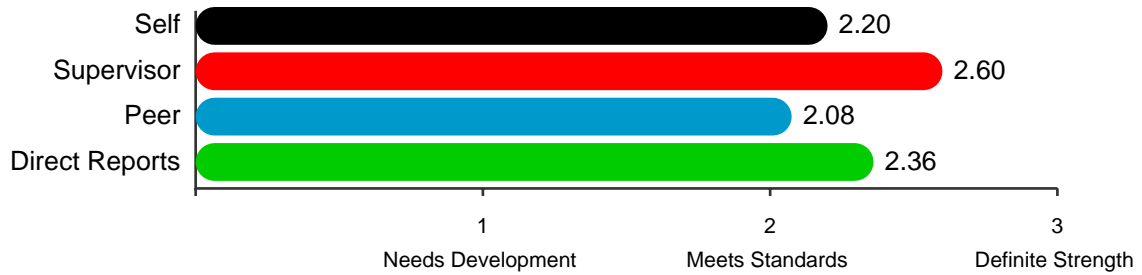
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You are proficient in the use of technical systems and processes.	15	1.87	20.0	33%	47%	20%
37. You support technical training and development of employees.	15	1.93	13.3	20%	67%	13%
38. You adopt the implementation of new technology into the workplace.	15	2.07	33.3	27%	40%	33%
39. You maximize the use of new technology to deliver products and services.	15	2.33	33.3		67%	33%
40. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is smart, detailed and committed. I appreciate having her on our team.
- She could help teammates by becoming more proficient in some areas.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.

Co-worker Development

Summary Scores



41. You set and clearly communicate expectations, performance goals, and measurements to others



42. You adapt coaching and mentoring approach to meet the style or needs of individuals



43. You provide ongoing feedback to co-workers on your development progress



44. You give others development opportunities through project assignments and increased job responsibilities



45. You work to identify root causes of performance problems



Level of Skill

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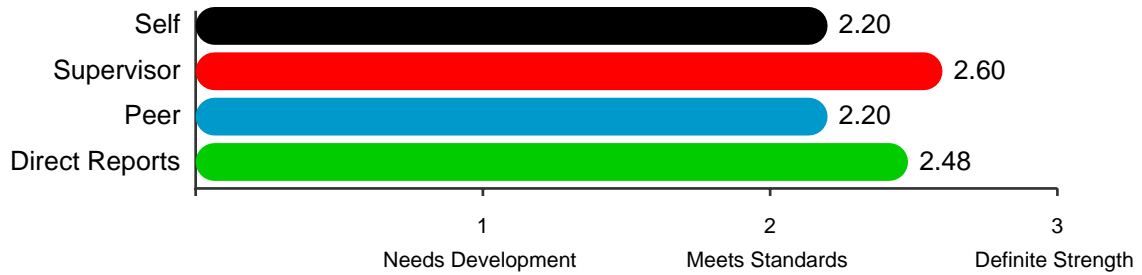
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You set and clearly communicate expectations, performance goals, and measurements to others	15	2.00	26.7	27%	47%	27%
42. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	2.13	33.3	20%	47%	33%
43. You provide ongoing feedback to co-workers on your development progress	15	2.20	40.0	20%	40%	40%
44. You give others development opportunities through project assignments and increased job responsibilities	15	2.20	26.7	7%	67%	27%
45. You work to identify root causes of performance problems	15	2.53	60.0	7%	33%	60%

Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- Provides team members with frequent informal feedback.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- When dealing with HR issues my HR business partner is always involved.
- I know that ___ cares about me as a total individual not just as a professional.

Others

Summary Scores



46. You respect the opinions of other employees.



47. You treat others with respect and dignity.



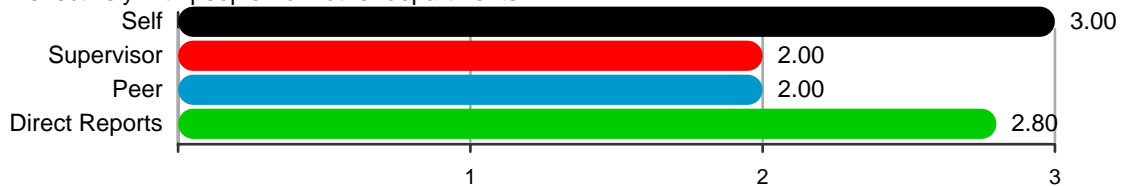
48. You form working relationships with employees from other departments.



49. You consistently demonstrate ability and willingness to trust others.



50. You work effectively with people from other departments.



Level of Skill

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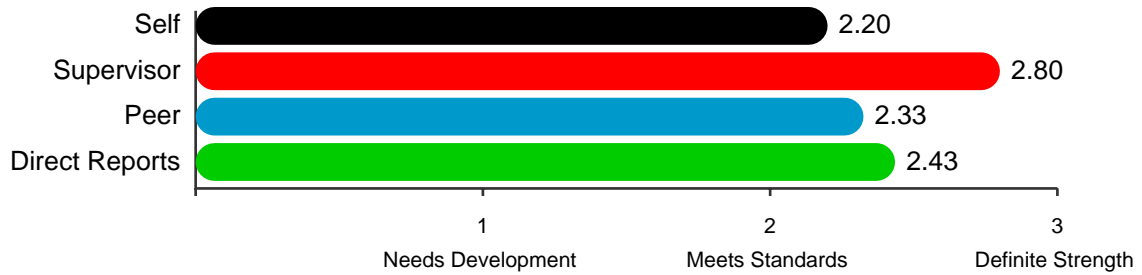
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You respect the opinions of other employees.	15	2.27	26.7		73%	27%
47. You treat others with respect and dignity.	15	2.13	26.7	13%	60%	27%
48. You form working relationships with employees from other departments.	15	2.40	40.0		60%	40%
49. You consistently demonstrate ability and willingness to trust others.	15	2.47	46.7		53%	47%
50. You work effectively with people from other departments.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is determined to help make [CompanyName] successful.
- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- She has been both a great co-worker and mentor to me.
- I appreciate how ___ guides, supports, and direct staff.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.

Strategic Insight

Summary Scores



51. You maintain knowledge of current trends in the industry.



52. You implement long-term solutions to problems.



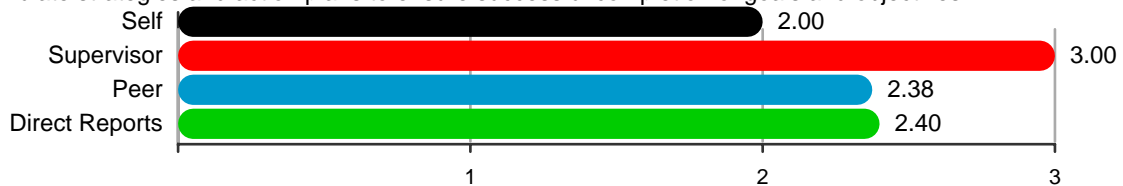
53. You formulate policies and strategies for addressing the Company's important challenges.



54. You identify potential problems before they become critical incidents.



55. You formulate strategies and action plans to ensure successful completion of goals and objectives.



Level of Skill

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Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You maintain knowledge of current trends in the industry.	14	2.21	28.6	7%	64%	29%
52. You implement long-term solutions to problems.	14	2.29	42.9	14%	43%	43%
53. You formulate policies and strategies for addressing the Company's important challenges.	15	2.53	53.3		47%	53%
54. You identify potential problems before they become critical incidents.	15	2.47	46.7		53%	47%
55. You formulate strategies and action plans to ensure successful completion of goals and objectives.	15	2.40	40.0		60%	40%

Comments:

- She leads by example.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- She has hired good people, and developed strong relationship's with finance.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.

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?

- Not many people can be as well rounded, as these qualities require completely different skill sets.
- Employees were not encouraged to do anything besides come to work.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- Our desire to improve loss rates has been encouraged and supported by ___.

What do you like best about working with this individual?

- She is a great leader.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- ___ sets high standards for those she works with and expects the same of herself.

What do you like least about working with this individual?

- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- Communication to staff has greatly improved.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- ___ has done tremendous work this past year in the Finance team.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.

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

- I value ___'s advice and support as we realigned my department a few times this year.
- ___ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contributions to the department.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- Additional feedback and communication.

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

- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- Is reliable and keeps the team focused on the delivery of outcomes.
- She works diligently with our supplier to ensure the inventory is cost effective.

Any final comments?

- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- ___ 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.
- She is a team player and willing to help other departments and staff when needed.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- ___ is a great role model and leader. Others could learn from her style.
- ___ is an intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.