



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.

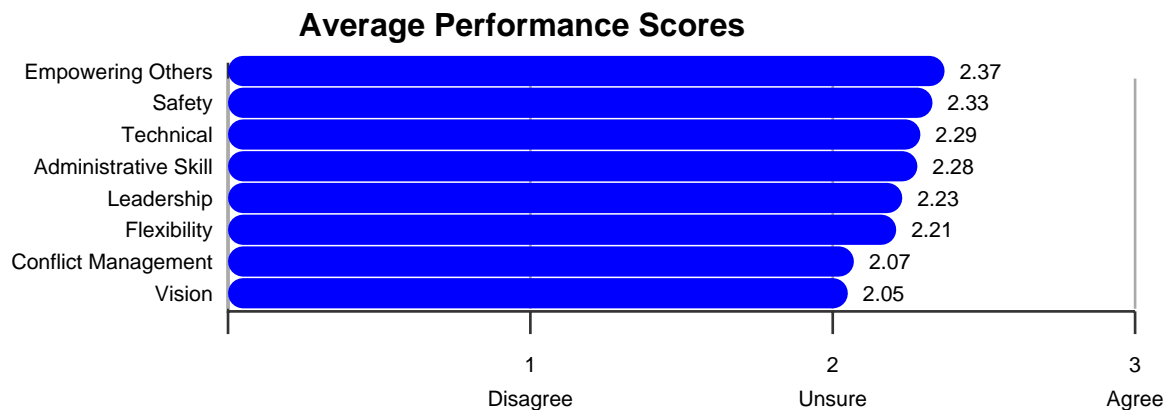
What to Do with Your Feedback

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 8 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.



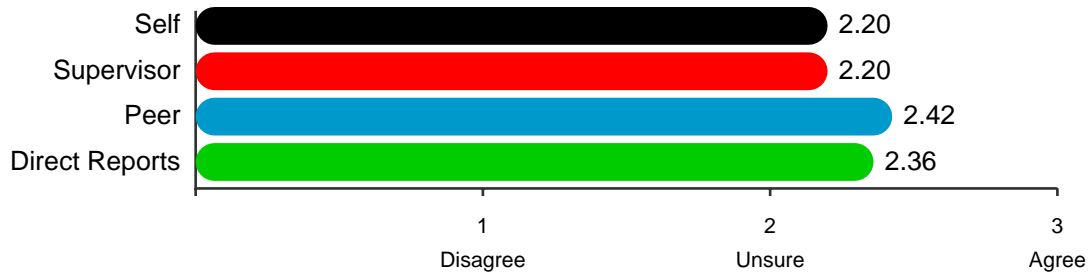
Gap Analysis

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.



Empowering Others

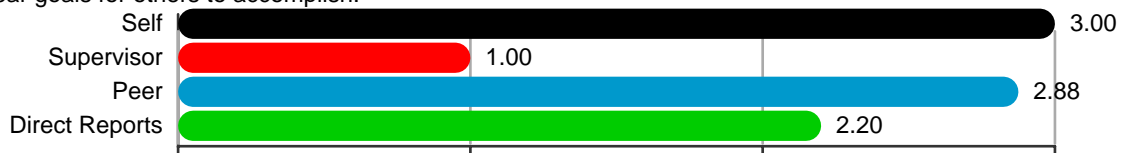
Summary Scores



1. Gives employees the opportunity to make their own decisions at work.



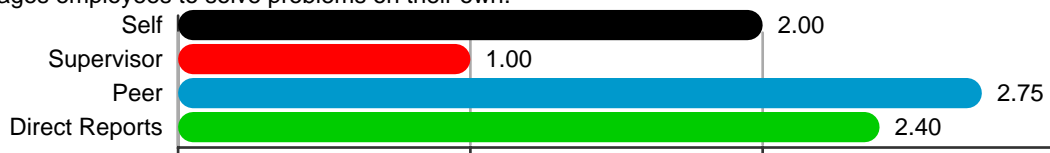
2. Sets clear goals for others to accomplish.



3. Provides support and resources needed to accomplish goals.



4. Encourages employees to solve problems on their own.



5. Gives responsibility for making important decisions to employees.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Gives employees the opportunity to make their own decisions at work.	15	2.27	33.3	7%	60%	33%
2. Sets clear goals for others to accomplish.	15	2.53	73.3	20%	7%	73%
3. Provides support and resources needed to accomplish goals.	15	2.33	40.0	7%	53%	40%
4. Encourages employees to solve problems on their own.	15	2.47	53.3	7%	40%	53%
5. Gives responsibility for making important decisions to employees.	15	2.27	40.0	13%	47%	40%

Comments:

- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- Need to continue to take action when needed, although have improved. . .
- He sets a good example for personal growth.
- I appreciate how _____ guides, supports, and direct staff.
- He is decisive about budgets, emergency preparedness, and safety.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

Administrative Skill

Summary Scores



6. High attention to detail.



7. Completes reports on-time.



8. Accurately implements contract provisions.



9. Enthusiastic about taking on challenging projects.



10. Able to develop, justify and present a budget.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. High attention to detail.	15	2.13	33.3	20%	47%	33%
7. Completes reports on-time.	15	2.07	26.7	20%	53%	27%
8. Accurately implements contract provisions.	15	2.33	40.0	7%	53%	40%
9. Enthusiastic about taking on challenging projects.	15	2.40	53.3	13%	33%	53%
10. Able to develop, justify and present a budget.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ is a very good leader.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- _____ would be my choice for permanent manager of the department.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.

Leadership

Summary Scores



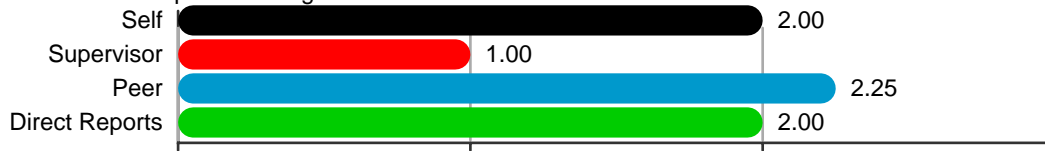
11. Motivates and challenges employees to attain a shared vision.



12. Sets specific, measurable, and challenging goals.



13. Demonstrates leadership and courage in critical situations.



14. Sits down regularly with employees to review their job performance.



15. Able to organize the work of others.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

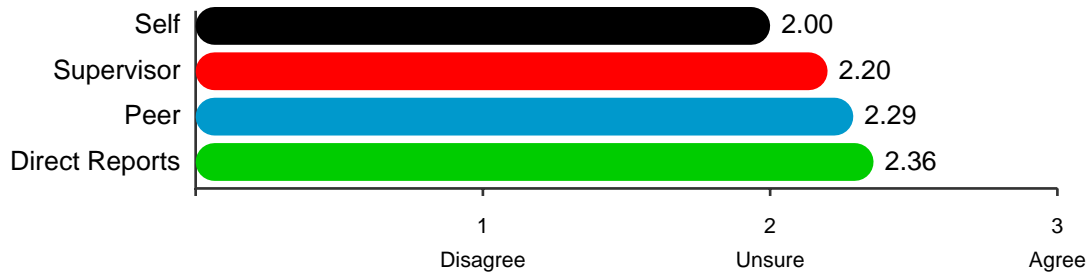
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Motivates and challenges employees to attain a shared vision.	15	2.33	40.0	7%	53%	40%
12. Sets specific, measurable, and challenging goals.	15	2.07	20.0	13%	67%	20%
13. Demonstrates leadership and courage in critical situations.	15	2.07	26.7	20%	53%	27%
14. Sits down regularly with employees to review their job performance.	15	2.27	40.0	13%	47%	40%
15. Able to organize the work of others.	14	2.43	50.0	7%	43%	50%

Comments:

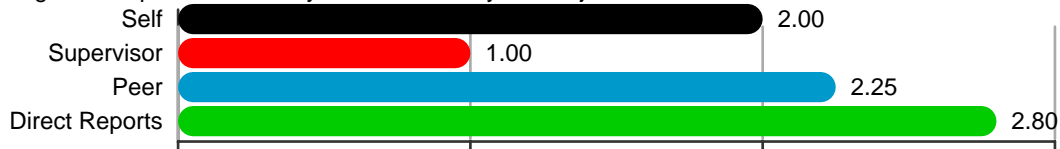
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- He has been influential in our focus on the future.
- Cannot think of anything

Technical

Summary Scores



16. Is knowledgeable of procedures or systems necessary for the job.



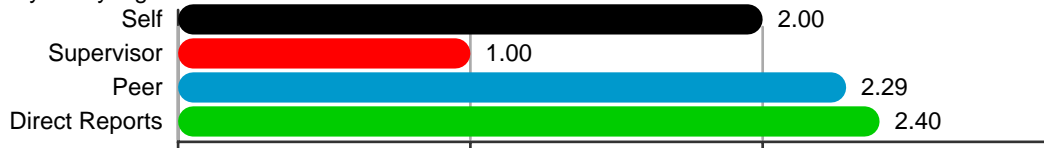
17. Demonstrates mastery of the technical competencies required in his/her work.



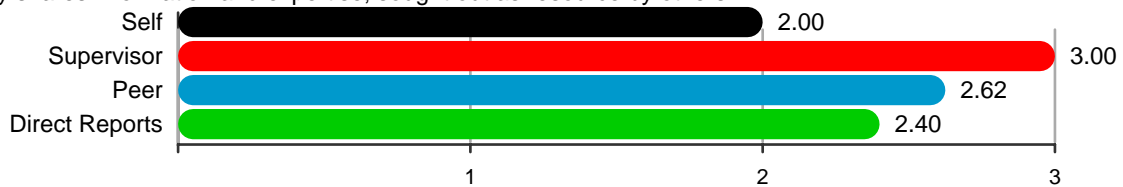
18. Knows how to produce high quality products/work.



19. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



20. Willingly shares information and expertise; sought out as resource by others



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Is knowledgeable of procedures or systems necessary for the job.	15	2.33	46.7	13%	40%	47%
17. Demonstrates mastery of the technical competencies required in his/her work.	15	2.33	40.0	7%	53%	40%
18. Knows how to produce high quality products/work.	14	2.00	14.3	14%	71%	14%
19. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	14	2.21	42.9	21%	36%	43%
20. Willingly shares information and expertise; sought out as resource by others	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- _____, more than most, takes what we've learned and implements changes.
- He is quick to remind others, when needed why we are really here.
- _____ has made good judgements in hiring top notch employees.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.

Safety

Summary Scores



21. Creates accurate and effective measures of safety.



22. Commits adequate resources toward safety measures.



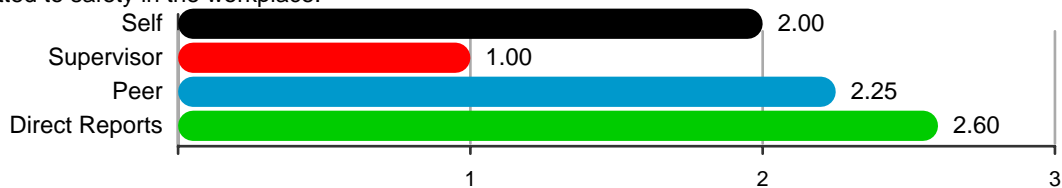
23. Encourages others to work safely.



24. Participates in safety training as applicable.



25. Committed to safety in the workplace.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

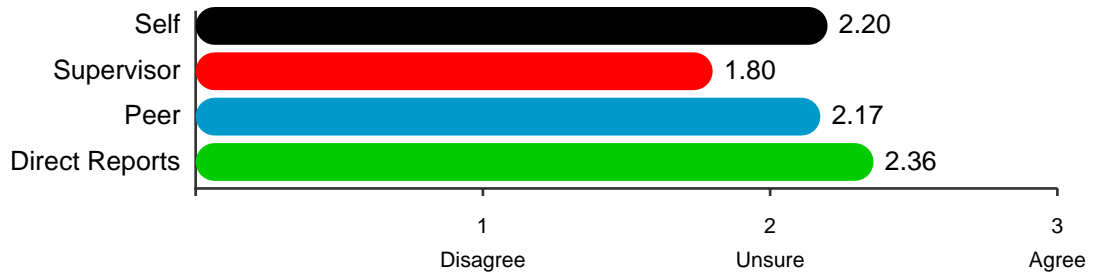
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Creates accurate and effective measures of safety.	15	2.60	66.7	7%	27%	67%
22. Commits adequate resources toward safety measures.	15	2.33	40.0	7%	53%	40%
23. Encourages others to work safely.	15	2.07	20.0	13%	67%	20%
24. Participates in safety training as applicable.	15	2.40	53.3	13%	33%	53%
25. Committed to safety in the workplace.	15	2.27	53.3	27%	20%	53%

Comments:

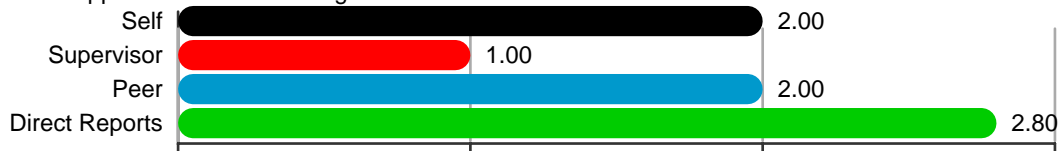
- _____ is a great listener and leader for the department.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- _____ has done a wonderful job in supporting his team and making himself available.
- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- He is an outstanding manager.

Flexibility

Summary Scores



26. Identifies new opportunities to achieve goals



27. Adapts to circumstances as needed.



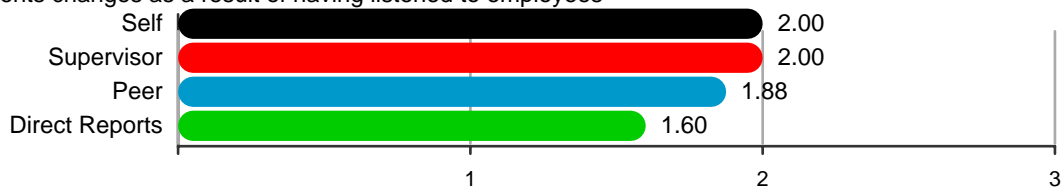
28. Can handle changes without complaining.



29. Works effectively during periods of change.



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



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

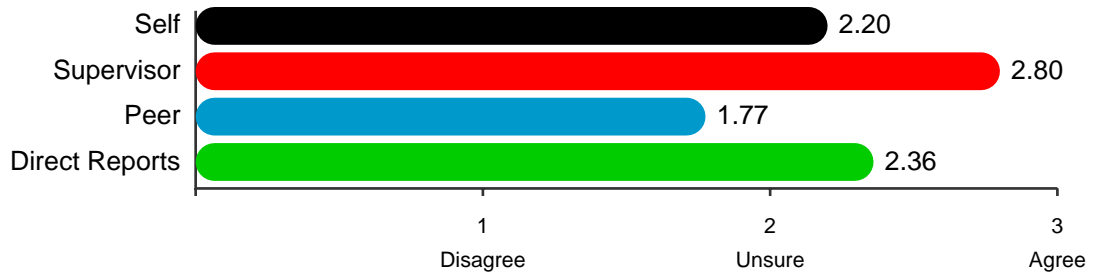
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Identifies new opportunities to achieve goals	15	2.20	33.3	13%	53%	33%
27. Adapts to circumstances as needed.	15	2.00	26.7	27%	47%	27%
28. Can handle changes without complaining.	15	2.47	53.3	7%	40%	53%
29. Works effectively during periods of change.	15	2.60	60.0		40%	60%
30. Implements changes as a result of having listened to employees	15	1.80	13.3	33%	53%	13%

Comments:

- Expectations are not always clearly communicated/outlined.
- I feel _____ always has the customer's best interest at heart.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- He knows his material and obviously loves the continued learning that defines best practices.
- _____ is a valuable resource to the organization and the team.

Conflict Management

Summary Scores



31. Tries to understand others' point of view before making judgments



32. Discusses conflict situations with supervisor.



33. Clearly expresses expectations to others.



34. Deals effectively with employee grievances.



35. Assists team members by helping them see the other point 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 (Disagree) to green (Agree).

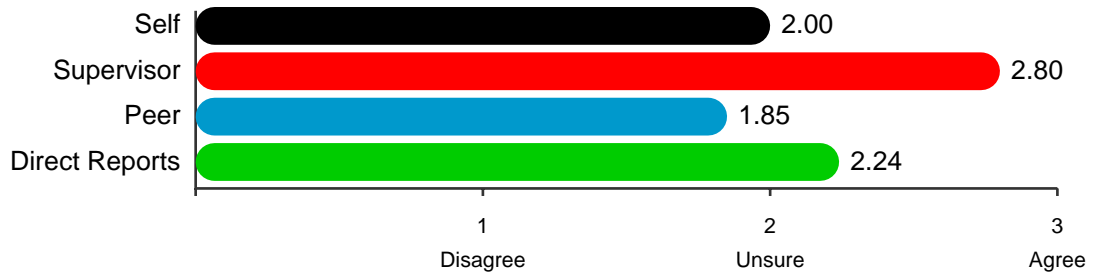
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Tries to understand others' point of view before making judgments	15	2.13	33.3	20%	47%	33%
32. Discusses conflict situations with supervisor.	15	2.13	33.3	20%	47%	33%
33. Clearly expresses expectations to others.	15	2.07	33.3	27%	40%	33%
34. Deals effectively with employee grievances.	15	2.13	26.7	13%	60%	27%
35. Assists team members by helping them see the other point of view.	15	1.87	20.0	33%	47%	20%

Comments:

- Strive for excellence. Willing to learn. Implement advice from others.
- Don't be afraid to ask questions when stuck on a task.
- _____ 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.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- Seek and provide critical feedback.
- _____ is very responsive and provides great support service.

Vision

Summary Scores



36. Creates a common vision for others.



37. Persuades others to follow the Company's vision.



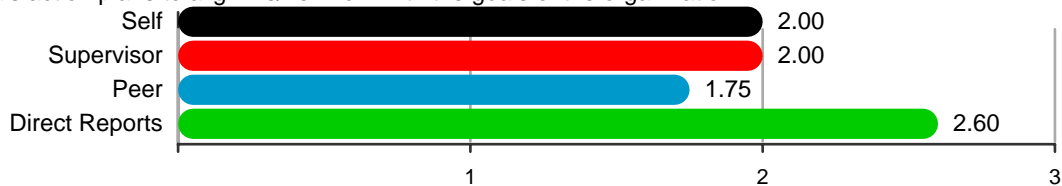
38. Leads employees in new directions.



39. Works to support the strategy of [Company]



40. Develops action plans to align his/her work with the goals of the organization



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Creates a common vision for others.	15	1.87	20.0	33%	47%	20%
37. Persuades others to follow the Company's vision.	15	1.93	13.3	20%	67%	13%
38. Leads employees in new directions.	15	2.07	33.3	27%	40%	33%
39. Works to support the strategy of [Company]	15	2.33	33.3		67%	33%
40. Develops action plans to align his/her work with the goals of the organization	15	2.07	33.3	27%	40%	33%

Comments:

- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- I can depend on him with whatever is needed.
- _____ is the consummate professional and pleasure to work with.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.

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 can not say enough good things about _____.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- Knowledge, experience, and the will to help when help is needed.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- _____ excels at customer service and keeping our team focused on the customer.
- _____ can be counted on for his reliability.

What do you like best about working with this individual?

- Demonstrates a focus on the business goals through task prioritization.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- He is a great manager and person to work for/with.
- He is very supportive of us and the job we do.
- He truly is the best Manager I have ever had.

What do you like least about working with this individual?

- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- 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.
- Demonstrates an ability to remain focused on outcomes.

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

- He cares deeply for what he does and it shows.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- He communicates clearly and responds to request without unnecessary delay.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.

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

- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- I appreciate his commitment in this area.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.

Any final comments?

- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.