



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.

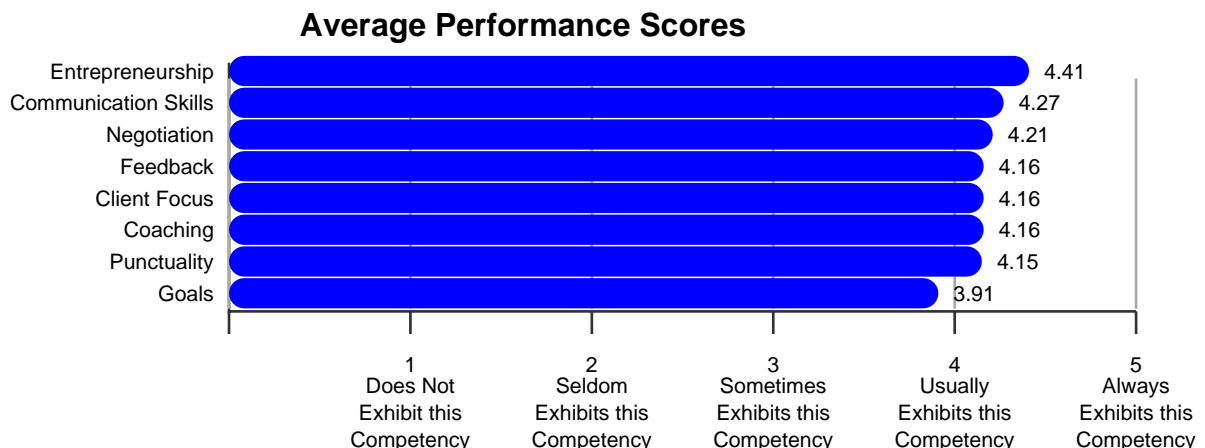
What to Do with Your Feedback

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

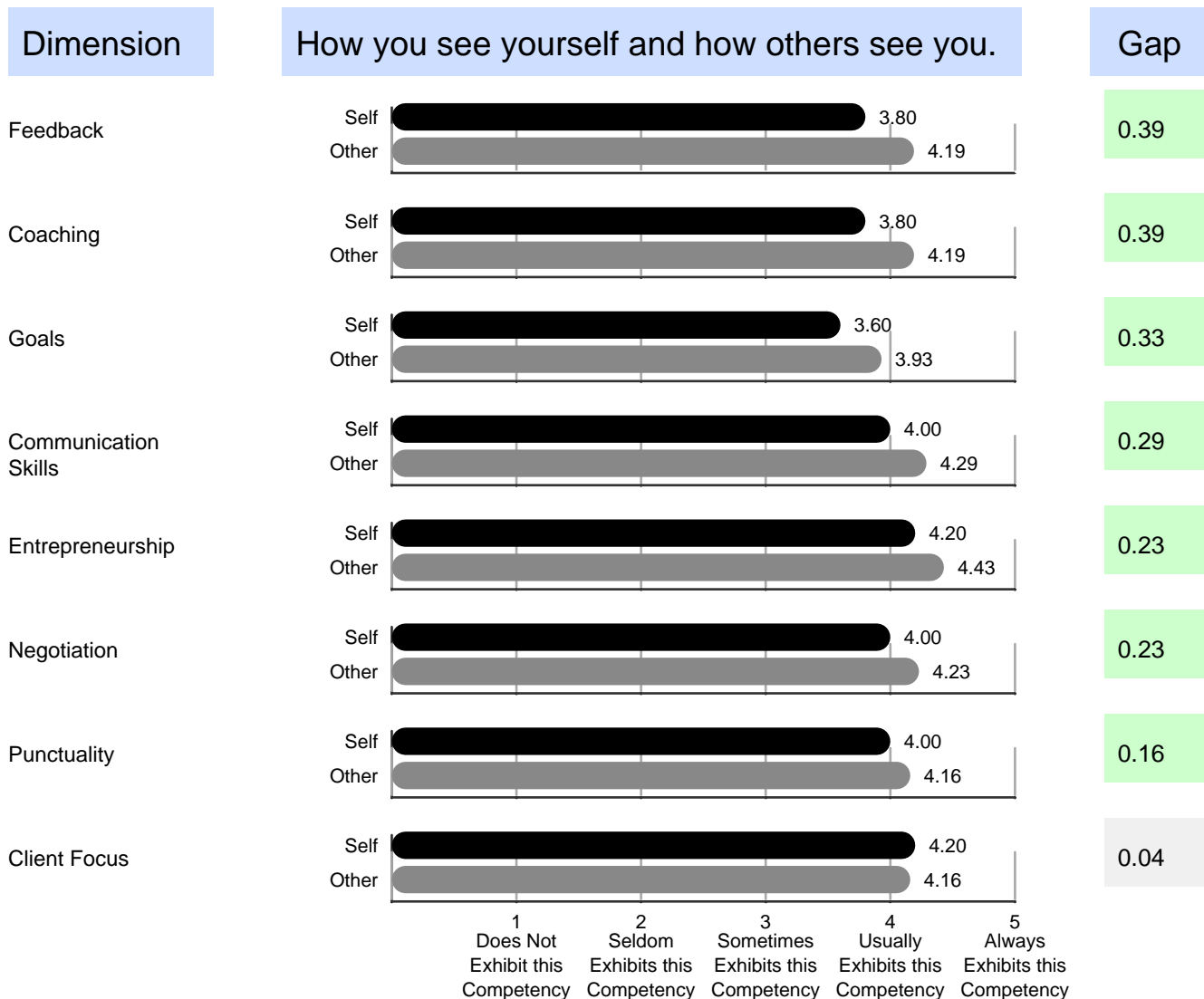
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Entrepreneurship

Summary Scores



1. Understands the processes and various stages of business development.



2. Balances risks and rewards when making decisions.



3. Encourages risk taking for developing potential business opportunities.



4. Excellent at managing relationships with stakeholders.



5. Maintains a high level of energy to respond to demands of the job.



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. Understands the processes and various stages of business development.	15	4.20	93.3	7%		67%		27%
2. Balances risks and rewards when making decisions.	15	4.87	100.0	13%		87%		
3. Encourages risk taking for developing potential business opportunities.	15	4.27	93.3	7%		60%		33%
4. Excellent at managing relationships with stakeholders.	15	4.40	86.7	13%	33%		53%	
5. Maintains a high level of energy to respond to demands of the job.	15	4.33	93.3	7%		53%		40%

Comments:

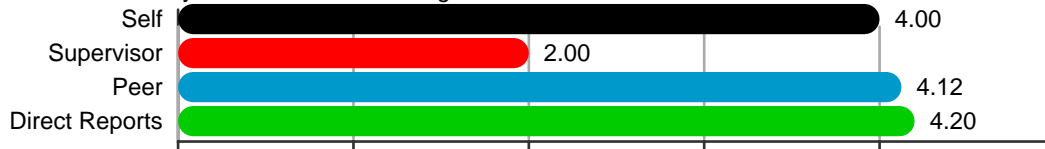
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- Provide more frequent development feedback.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- He has an open door policy and is available when needed.
- He is a natural and perfect fit for the CFO position.

Communication Skills

Summary Scores



6. Communicates effectively with all levels of the organization.



7. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



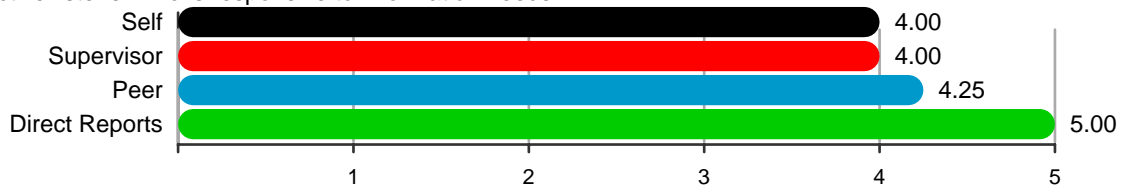
8. Deals with difficult situations calmly and confidently.



9. Communicates effectively with colleagues and customers



10. An effective listener who is responsive to information needs.



Level of Skill

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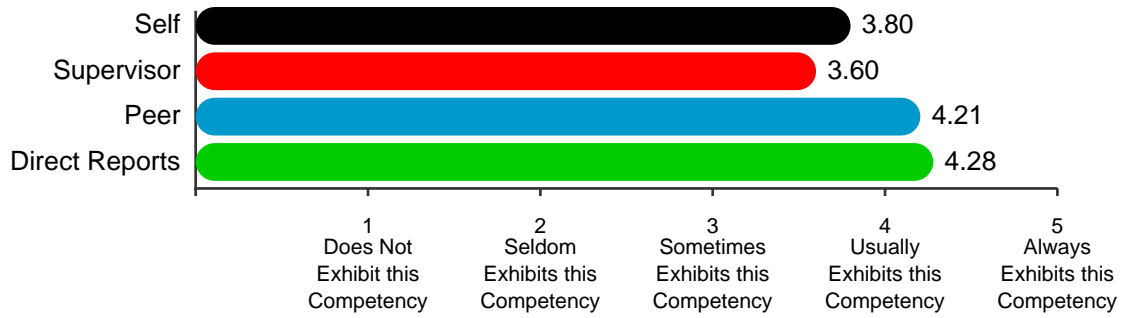
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Communicates effectively with all levels of the organization.	15	4.00	80.0	7%	13%	53%	27%	
7. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	4.07	80.0		20%	53%	27%	
8. Deals with difficult situations calmly and confidently.	15	4.33	93.3	7%	47%		47%	
9. Communicates effectively with colleagues and customers	15	4.47	93.3	7%	40%		53%	
10. An effective listener who is responsive to information needs.	15	4.47	93.3	7%	40%		53%	

Comments:

- He is a great teammate.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- Demonstrates a focus on the business goals through task prioritization.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

Feedback

Summary Scores



11. Seeks feedback to enhance performance.



12. Asks others for their ideas and opinions.



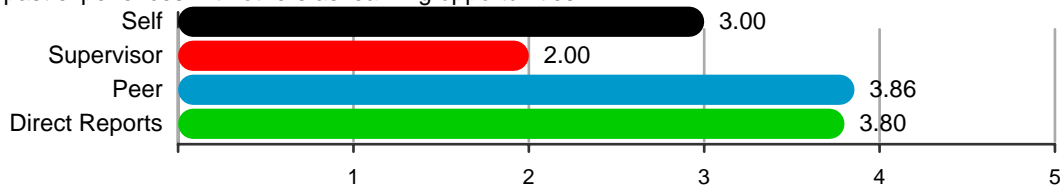
13. Looks to others for input.



14. Actively seeks feedback from others.



15. Shares past experiences with others as learning opportunities.



Level of Skill

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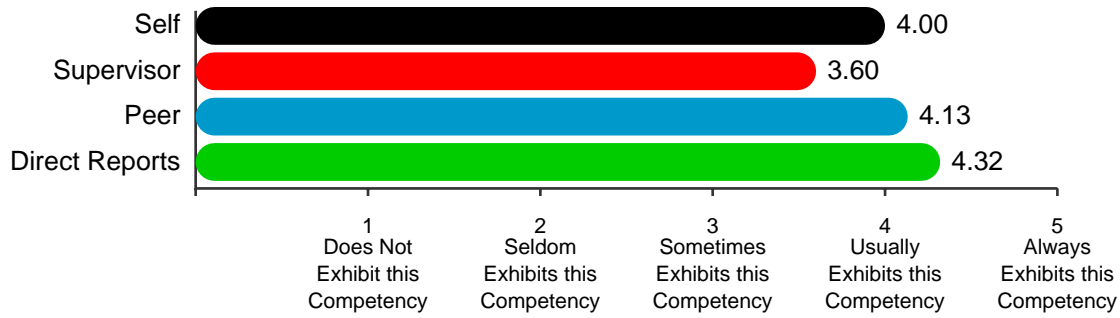
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Seeks feedback to enhance performance.	15	4.60	100.0			40%	60%	
12. Asks others for their ideas and opinions.	15	4.27	100.0			73%		27%
13. Looks to others for input.	15	4.33	100.0			67%	33%	
14. Actively seeks feedback from others.	15	3.93	73.3	27%		53%		20%
15. Shares past experiences with others as learning opportunities.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- His communication style can also come across as very directive at times to peers and subordinates.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

Punctuality

Summary Scores



16. Avoids making personal phone calls during working hours.



17. Maintains an efficient schedule of activities.



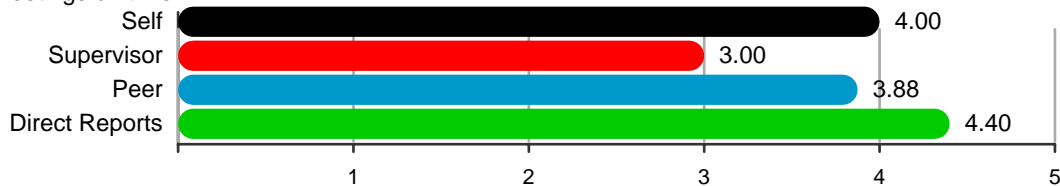
18. Invoices clients on a timely basis.



19. Responds to requests for information in a timely manner.



20. Starts meetings on time.



Level of Skill

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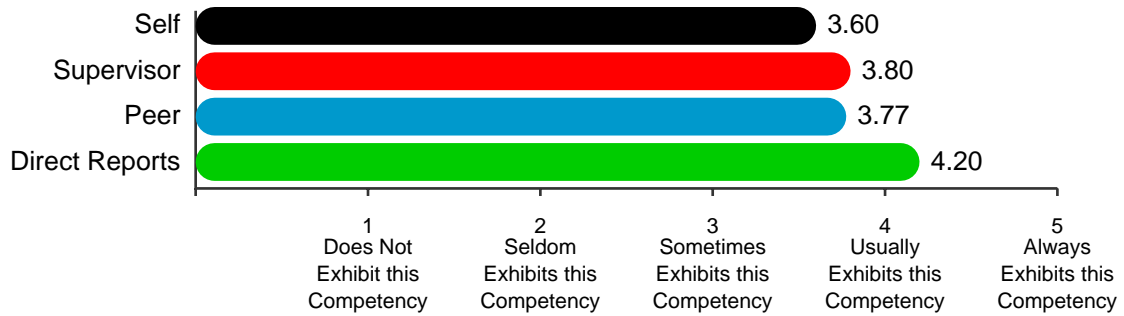
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Avoids making personal phone calls during working hours.	15	4.33	86.7	13%	40%	47%		
17. Maintains an efficient schedule of activities.	15	4.27	93.3	7%	60%	33%		
18. Invoices clients on a timely basis.	14	4.00	92.9	7%	86%	7%		
19. Responds to requests for information in a timely manner.	14	4.14	85.7	7%	7%	50%	36%	
20. Starts meetings on time.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.

Goals

Summary Scores



21. Makes sure that team members have a clear idea of our group's goals.



22. Achieves established goals.



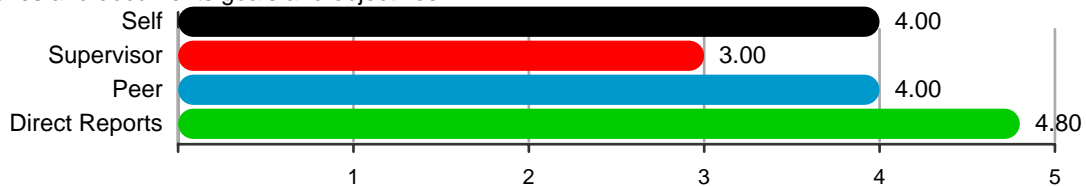
23. Conducts timely follow-up; keeps others informed on a need to know basis.



24. Understands & contributes to development of strategic goals.



25. Establishes and documents goals and objectives.



Level of Skill

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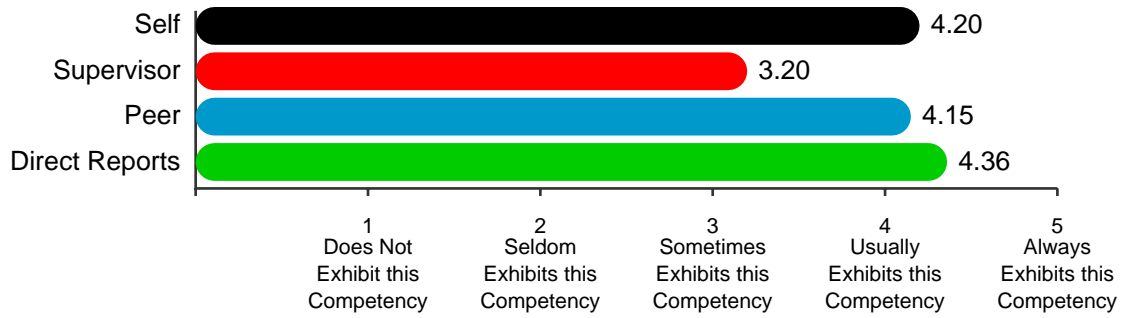
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Makes sure that team members have a clear idea of our group's goals.	15	4.00	66.7	13%	20%	20%	47%	
22. Achieves established goals.	15	3.47	53.3	13%	33%	47%	7%	
23. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.60	66.7	13%	20%	60%	7%	
24. Understands & contributes to development of strategic goals.	15	4.27	86.7	7%	7%	40%	47%	
25. Establishes and documents goals and objectives.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

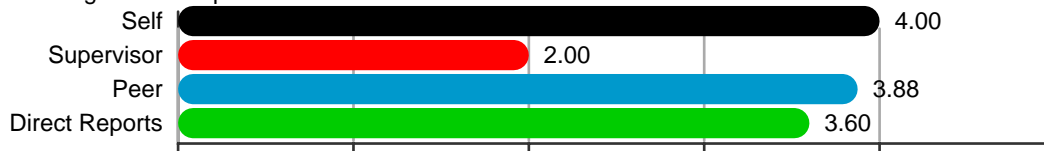
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- His communication is precise and at times short when some would prefer a greater detailed account.
- _____ is very good at recognizing the strengths of his 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.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- Isn't afraid to ask the tough questions to get people to think outside of their box.

Client Focus

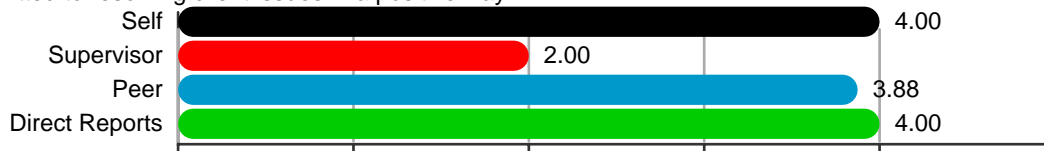
Summary Scores



26. Maintains strong relationships with clients.



27. Is committed to resolving client issues in a positive way.



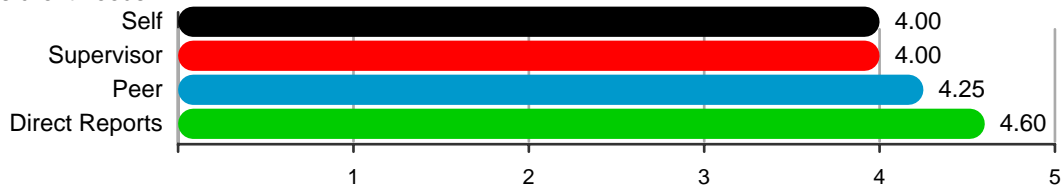
28. Delivers on commitments made to clients.



29. Fulfills commitments made to clients.



30. Satisfies client needs.



Level of Skill

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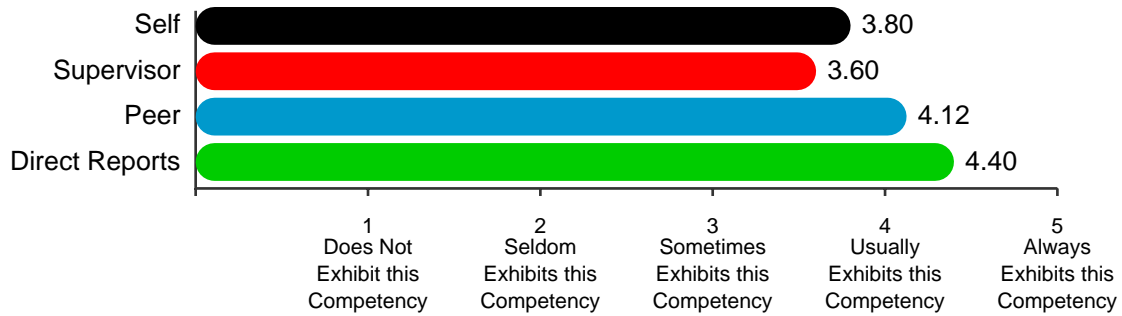
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Maintains strong relationships with clients.	15	3.67	66.7	20%	13%	47%	20%	
27. Is committed to resolving client issues in a positive way.	15	3.80	73.3	20%	7%	47%	27%	
28. Delivers on commitments made to clients.	15	4.33	86.7		13%	40%	47%	
29. Fulfills commitments made to clients.	15	4.67	100.0			33%	67%	
30. Satisfies client needs.	15	4.33	100.0			67%	33%	

Comments:

- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- His communication techniques are clear and to the point which is very much appreciated.
- He is also very enthusiastic and energetic.

Coaching

Summary Scores



31. Helps employees to maintain high personal standards.



32. Helps employees to understand responsibilities, authority, and expectations.



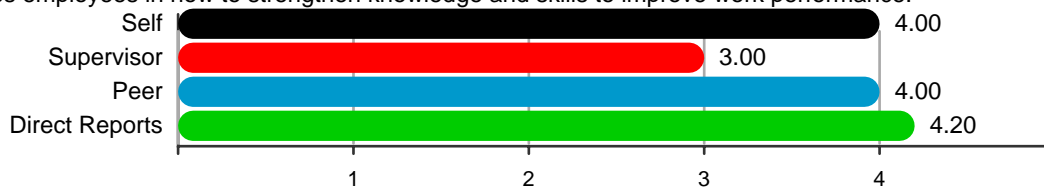
33. Provides clear, motivating, and constructive feedback.



34. Conducts regular performance appraisals and feedback.



35. Coaches employees in how to strengthen knowledge and skills to improve work performance.



Level of Skill

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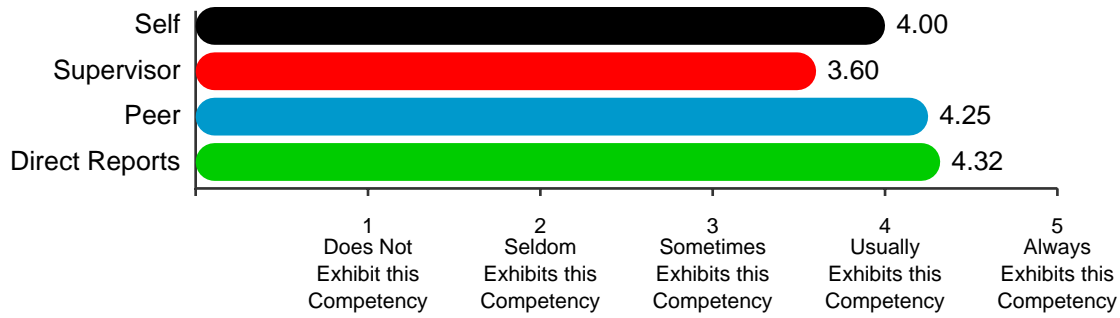
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Helps employees to maintain high personal standards.	15	4.07	80.0	20%		53%		27%
32. Helps employees to understand responsibilities, authority, and expectations.	15	4.47	100.0		53%		47%	
33. Provides clear, motivating, and constructive feedback.	15	4.13	80.0	20%		47%		33%
34. Conducts regular performance appraisals and feedback.	15	4.13	86.7	13%		60%		27%
35. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- He listens to the team.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what _____ is trying to communicate with them, I also understand why _____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that _____ does a good job.
- _____ 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.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- _____ is very reliable, respectful and ethical in his leadership.

Negotiation

Summary Scores



36. Maintains communication channels between parties in the negotiation.



37. Conducts necessary preparations before engaging in negotiations.



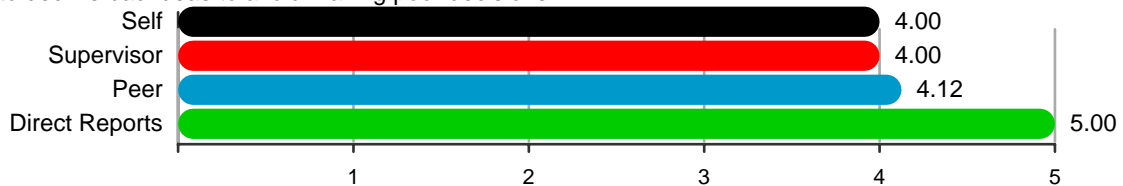
38. Influences others through rational argument and persuasion.



39. Establishes good working relationships with others.



40. Is able to decline bad ideas to avoid making poor decisions.



Level of Skill

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36. Maintains communication channels between parties in the negotiation.	15	4.33	100.0				67%	33%
37. Conducts necessary preparations before engaging in negotiations.	15	3.93	80.0	13%	7%		53%	27%
38. Influences others through rational argument and persuasion.	15	4.27	86.7		13%		47%	40%
39. Establishes good working relationships with others.	15	4.13	86.7		13%		60%	27%
40. Is able to decline bad ideas to avoid making poor decisions.	15	4.40	93.3		7%		47%	47%

Comments:

- _____ sets high standards for those he works with and expects the same of herself.
- Manager engages in all categories described above as marked.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- He 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 his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.

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?

- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.

What do you like best about working with this individual?

- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- _____ is very approachable and ensures the best for all employees in the department.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- I appreciate that as a new manager to this department _____ has sought to understand my work flow and process. He is actively learning more about our work processes and involved to determine needed resources.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.

What do you like least about working with this individual?

- _____ has been very helpful to me as a new manager this year.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- _____ needs no improvement
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- Participates in training to learn Core Competency processes.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.

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

- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- _____ would be my choice for permanent manager of the department.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.

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

- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- _____ has made great strides with increasing communication and teamwork within his reports.
- I really appreciate him.
- _____ is a "One of a kind" He is a great manager.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].

Any final 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.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- _____ has been in a challenging role this past year with a lot of change and transitions.
- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.