



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.

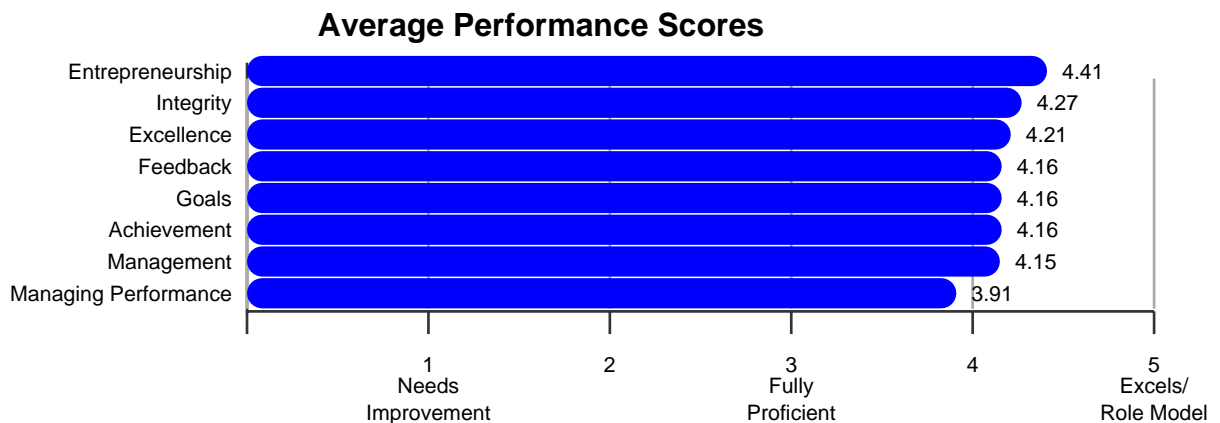
What to Do with Your Feedback

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

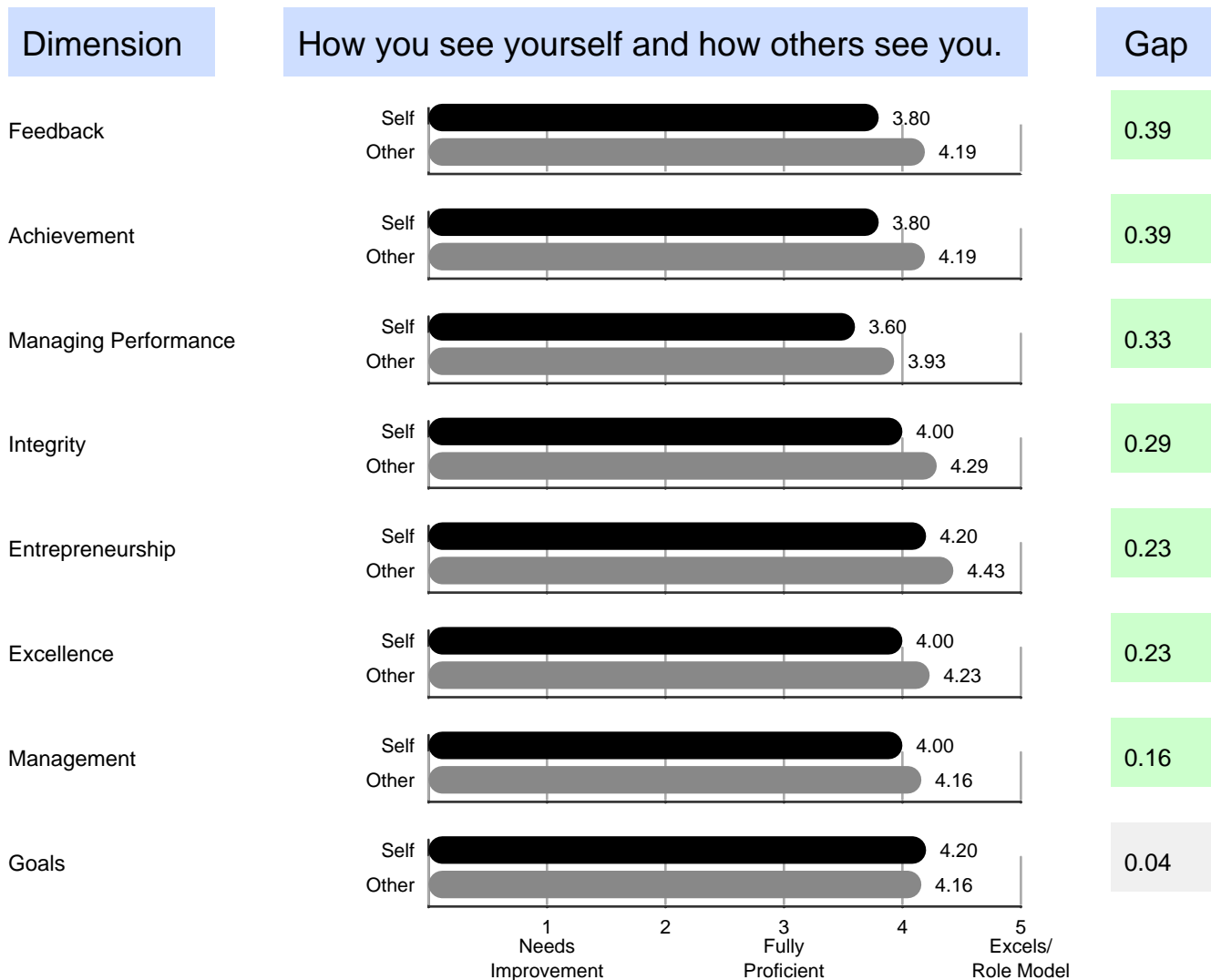
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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. Able to adapt the department to changing business demands and climate.



2. Encourages risk taking for developing potential business opportunities.



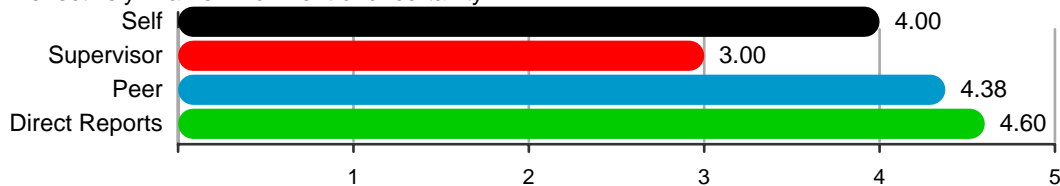
3. Understands the processes and various stages of business development.



4. Has a strategic awareness on how to promote the organization.



5. Can work effectively in an environment of uncertainty.



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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Able to adapt the department to changing business demands and climate.	15	4.20	93.3	7%	67%	27%
2. Encourages risk taking for developing potential business opportunities.	15	4.87	100.0	13%	87%	
3. Understands the processes and various stages of business development.	15	4.27	93.3	7%	60%	33%
4. Has a strategic awareness on how to promote the organization.	15	4.40	86.7	13%	33%	53%
5. Can work effectively in an environment of uncertainty.	15	4.33	93.3	7%	53%	40%

Comments:

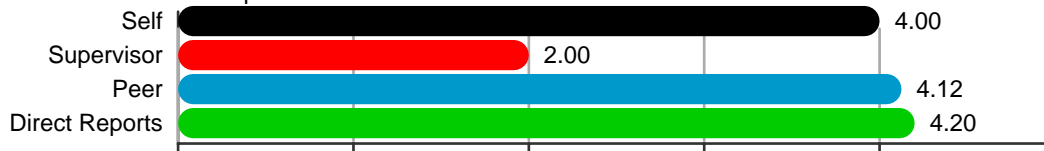
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- ___ does an excellent job in her role.
- Is viewed by many as a strong organizational resource.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.

Integrity

Summary Scores



6. Fosters an environment built upon trust.



7. Does what was promised.



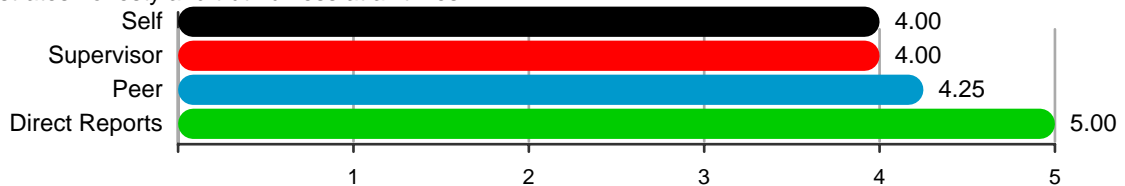
8. Establishes relationships of trust, honesty, fairness, and integrity.



9. Protects the integrity and confidentiality of information



10. Demonstrates honesty and truthfulness at all times.



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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Fosters an environment built upon trust.	15	4.00	80.0	7%	13%	53%		27%
7. Does what was promised.	15	4.07	80.0		20%	53%		27%
8. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.33	93.3	7%		47%		47%
9. Protects the integrity and confidentiality of information	15	4.47	93.3	7%		40%		53%
10. Demonstrates honesty and truthfulness at all times.	15	4.47	93.3	7%		40%		53%

Comments:

- Confidence, Attitude, Desire to learn.
- I love how she is always open to approach with any questions I have, no matter the hour.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- ___ has done a remarkable job managing the department.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.

Feedback

Summary Scores



11. Is visible and approachable.



12. Shares past experiences with others as learning opportunities.



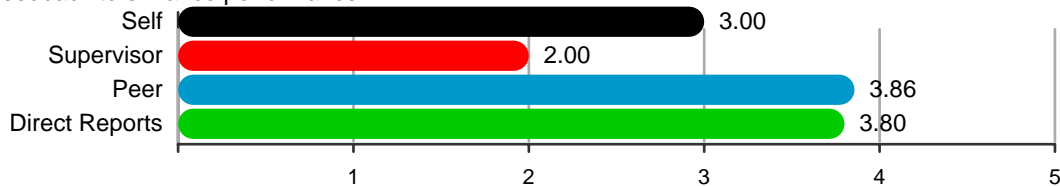
13. Accepts the views of others.



14. Considers other's opinion and suggestions.



15. Seeks feedback to enhance performance.



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 Improvement) to green (Excels/ Role Model).

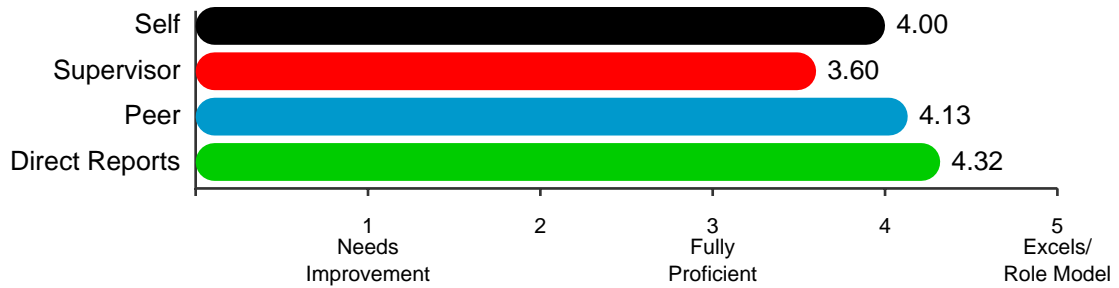
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Is visible and approachable.	15	4.60	100.0	40%	60%	
12. Shares past experiences with others as learning opportunities.	15	4.27	100.0	73%		27%
13. Accepts the views of others.	15	4.33	100.0	67%		33%
14. Considers other's opinion and suggestions.	15	3.93	73.3	27%	53%	20%
15. Seeks feedback to enhance performance.	14	3.64	57.1	14%	29%	36%

Comments:

- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- ___ is very sharp and plays a vital role in this organization
- ___ is a pleasure to work with.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.

Management

Summary Scores



16. Sets an example for others to follow



17. Keep staff informed about what is happening in the company



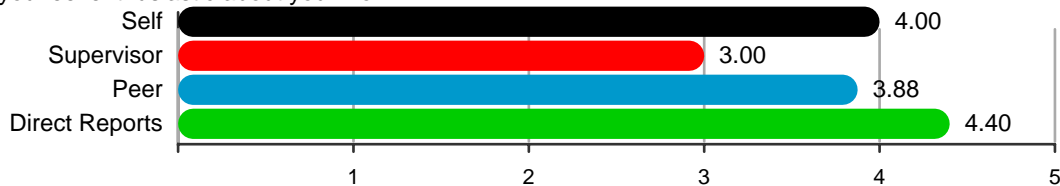
18. Delegate tasks effectively



19. Is ready to offer help



20. Makes you feel enthusiastic about your work



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 Improvement) to green (Excels/ Role Model).

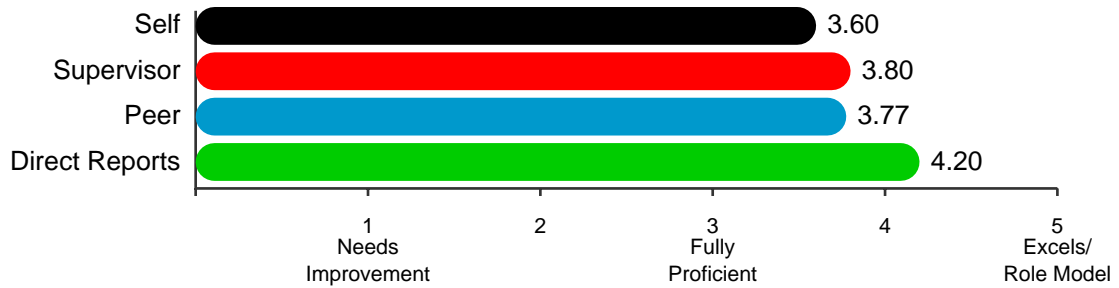
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Sets an example for others to follow	15	4.33	86.7	13%	40%	47%	
17. Keep staff informed about what is happening in the company	15	4.27	93.3	7%	60%	33%	
18. Delegate tasks effectively	14	4.00	92.9	7%	86%	7%	
19. Is ready to offer help	14	4.14	85.7	7%	7%	50%	36%
20. Makes you feel enthusiastic about your work	15	4.00	66.7	7%	27%	27%	40%

Comments:

- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- ___ continues to be a wonderful boss and mentor.
- ___ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- ___ 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.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team

Managing Performance

Summary Scores



21. Ensures team members understand the department goals.



22. Prioritizes the work of others.



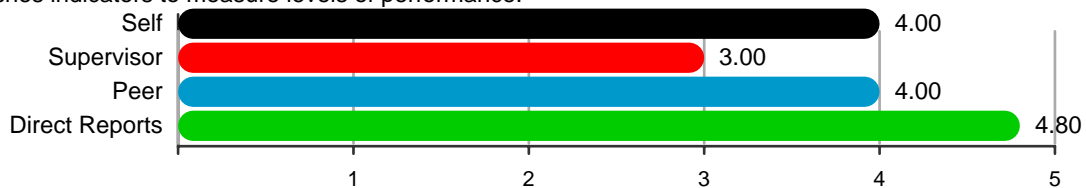
23. Sets and maintains high standards for self and others.



24. Addresses grievances sooner rather than later.



25. Establishes indicators to measure levels of performance.



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 Improvement) to green (Excels/ Role Model).

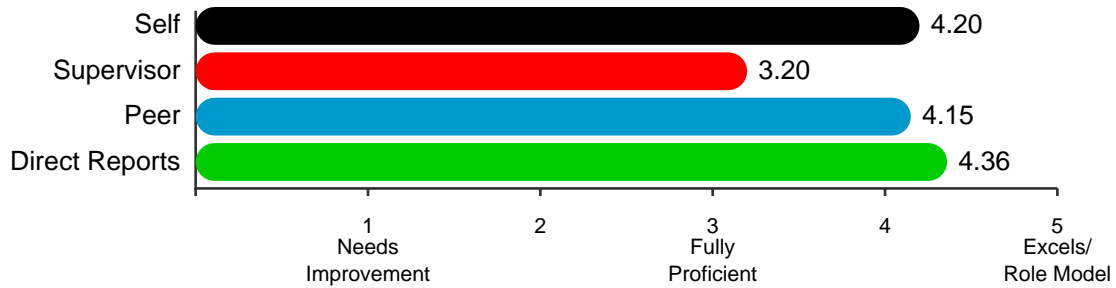
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Ensures team members understand the department goals.	15	4.00	66.7	13%	20%	20%	47%
22. Prioritizes the work of others.	15	3.47	53.3	13%	33%	47%	7%
23. Sets and maintains high standards for self and others.	15	3.60	66.7	13%	20%	60%	7%
24. Addresses grievances sooner rather than later.	15	4.27	86.7	7%	7%	40%	47%
25. Establishes indicators to measure levels of performance.	15	4.20	80.0	7%	13%	33%	47%

Comments:

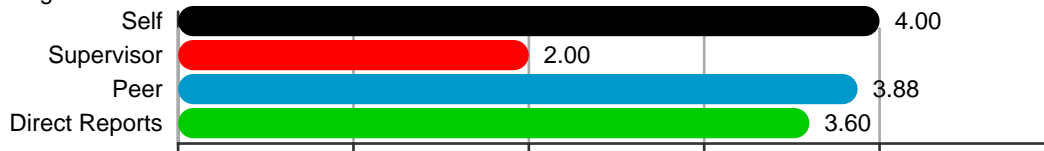
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- I can depend on her with whatever is needed.

Goals

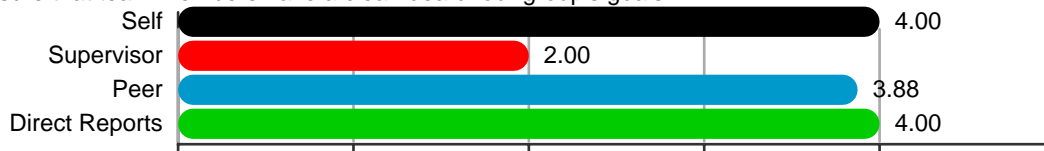
Summary Scores



26. Goal Setting



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



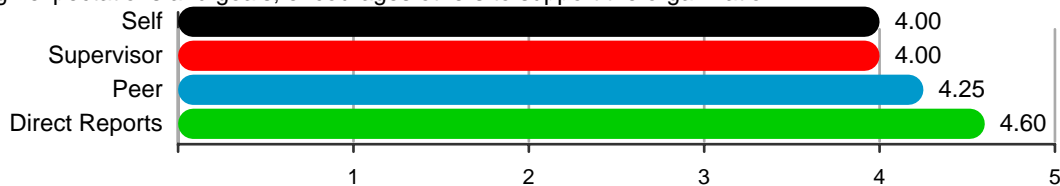
28. Achieves goals.



29. Establishes and documents goals and objectives.



30. Sets high expectations and goals; encourages others to support 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 (Needs Improvement) to green (Excels/ Role Model).

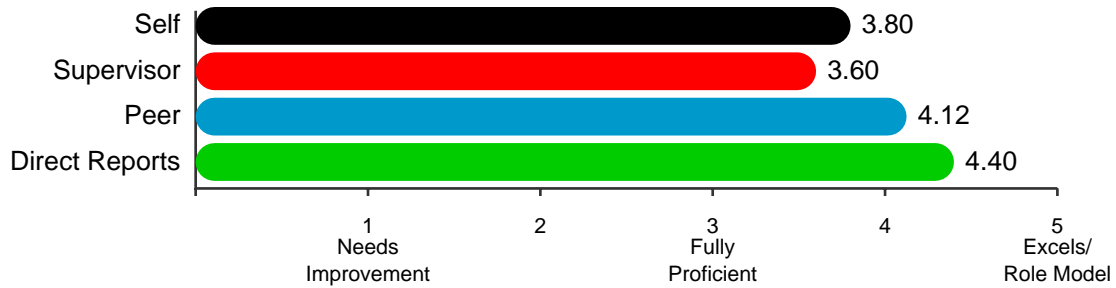
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Goal Setting	15	3.67	66.7	20%	13%	47%		20%
27. Makes sure that team members have a clear idea of our group's goals.	15	3.80	73.3	20%	7%	47%		27%
28. Achieves goals.	15	4.33	86.7		13%	40%		47%
29. Establishes and documents goals and objectives.	15	4.67	100.0			33%		67%
30. Sets high expectations and goals; encourages others to support the organization.	15	4.33	100.0			67%		33%

Comments:

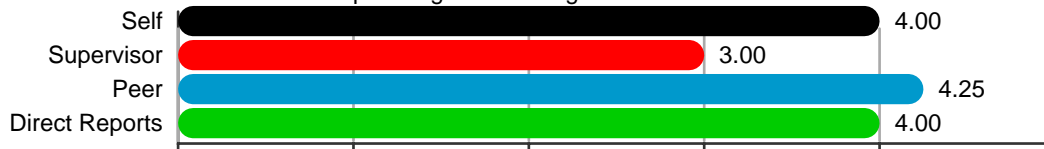
- Improve on providing feedback.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ has been in a challenging role this past year with a lot of change and transitions.

Achievement

Summary Scores



31. Allocates resources as needed to accomplish organizational goals.



32. Takes reasonable risks to achieve desired results.



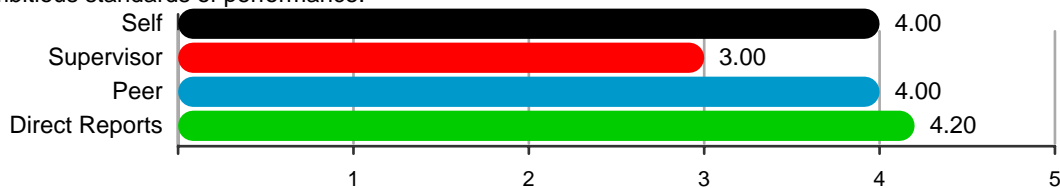
33. Completes work to given time frame and to budget



34. Set high standards in their performance



35. Sets ambitious standards of performance.



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 Improvement) to green (Excels/ Role Model).

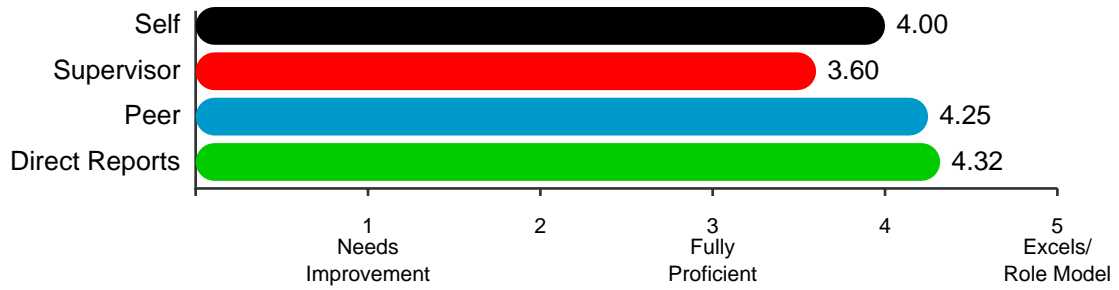
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Allocates resources as needed to accomplish organizational goals.	15	4.07	80.0	20%	53%	27%
32. Takes reasonable risks to achieve desired results.	15	4.47	100.0		53%	47%
33. Completes work to given time frame and to budget	15	4.13	80.0	20%	47%	33%
34. Set high standards in their performance	15	4.13	86.7	13%	60%	27%
35. Sets ambitious standards of performance.	15	4.00	80.0	20%	60%	20%

Comments:

- ___ is a great team player with an employee safety and satisfaction focus.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.

Excellence

Summary Scores



36. Demonstrates the analytical skills to do their job.



37. Keeps themselves and others focused on constant improvement.



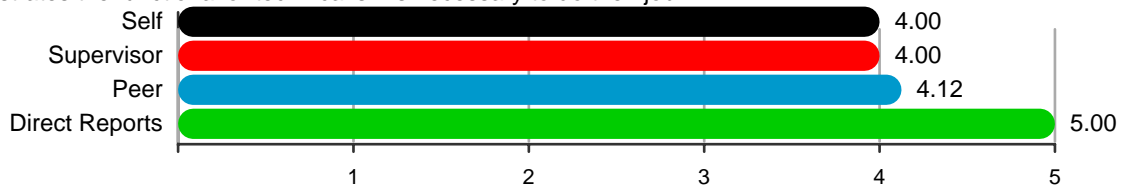
38. Produces high quality work.



39. Can be counted on to add value wherever they are involved.



40. Demonstrates the functional or technical skills necessary to do their 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. Demonstrates the analytical skills to do their job.	15	4.33	100.0	67%		33%	
37. Keeps themselves and others focused on constant improvement.	15	3.93	80.0	13%	7%	53%	27%
38. Produces high quality work.	15	4.27	86.7	13%	47%		40%
39. Can be counted on to add value wherever they are involved.	15	4.13	86.7	13%	60%		27%
40. Demonstrates the functional or technical skills necessary to do their job.	15	4.40	93.3	7%	47%		47%

Comments:

- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- 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.
- I find her to be a stellar asset to our team at [CompanyName].

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?

- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- Very knowledgeable and always steps up if help is needed.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.

What do you like best about working with this individual?

- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- She is such a positive person and always willing to pitch in where help is needed.
- She always involves others in decisions ensuring a well rounded approach.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- Please know that stress can occasionally slow down progress.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.

What do you like least about working with this individual?

- I would encourage her to empathize with her team and show more of a calm, caring side.
- ___ is highly professional in her everyday work.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.

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

- Does well in most technical skills and is willing to learn anything that is new
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- ___ is a great manager to work for.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.

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

- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- She is a real advocate for the customers. Excellent department and computer skills
- She has confidence in leading and making decisions improving rapidly.
- Shows curiosity.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- She is organized, kind, and extremely approachable.

Any final comments?

- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ is a hands on leader in our program.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- She has a calm demeanor and willingness to help with anything.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.