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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.

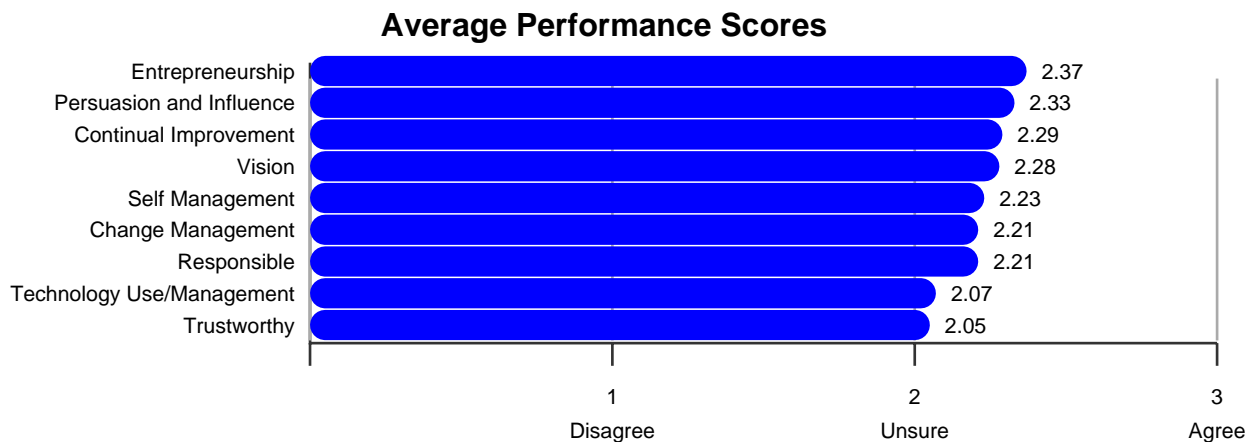
## What to Do with Your Feedback

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

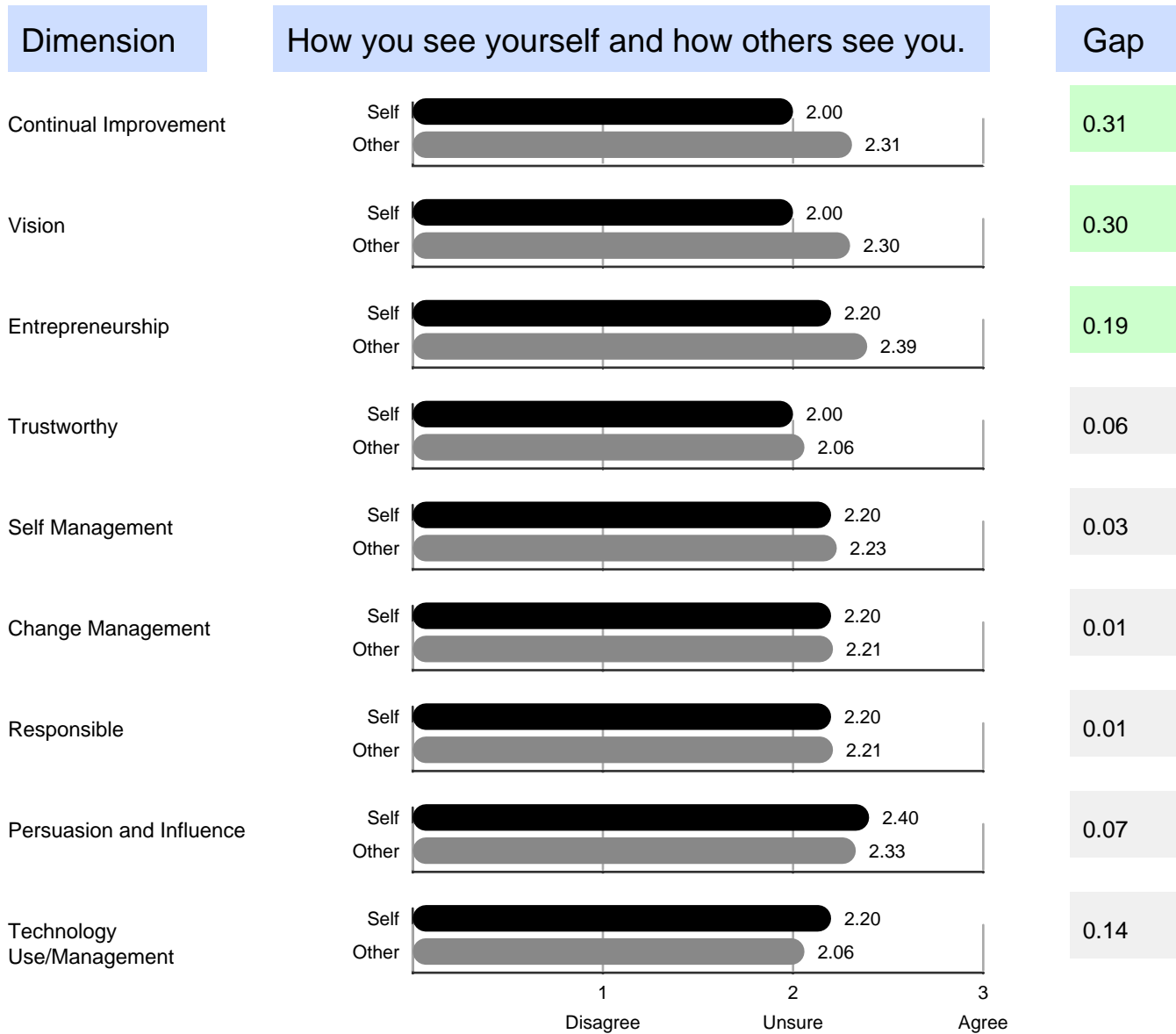
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



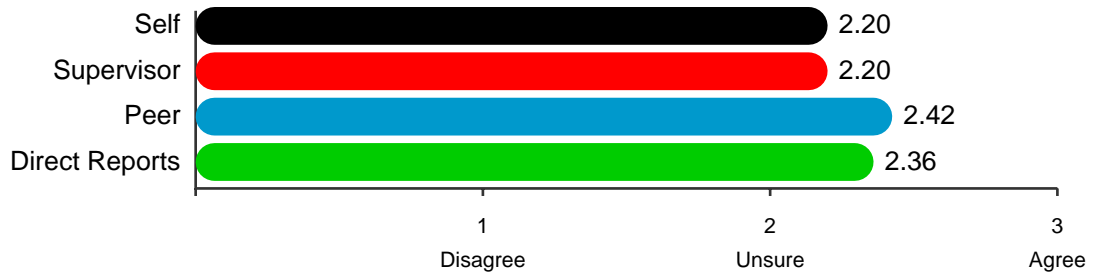
# Gap Analysis

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

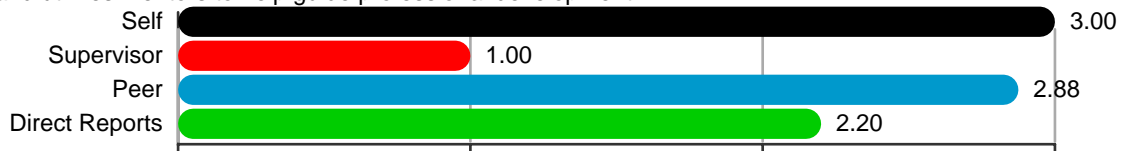
## Summary Scores



1. Is comfortable operating in an environment of uncertainty.



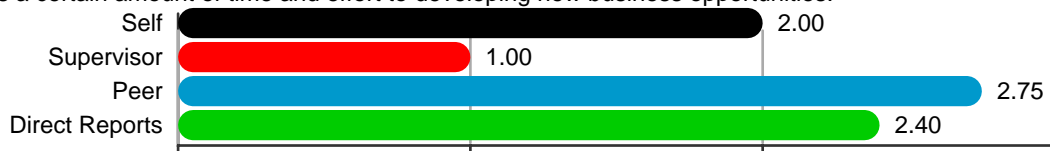
2. Seeks and utilizes mentors to help guide professional development.



3. Takes the initiative to complete tasks.



4. Devotes a certain amount of time and effort to developing new business opportunities.



5. Balances risks and rewards when making decisions.



## 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).

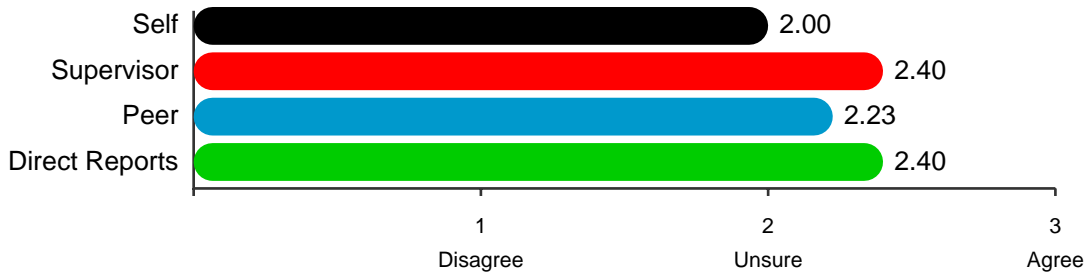
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Is comfortable operating in an environment of uncertainty.	15	2.27	33.3	7%	60%	33%
2. Seeks and utilizes mentors to help guide professional development.	15	2.53	73.3	20%	7%	73%
3. Takes the initiative to complete tasks.	15	2.33	40.0	7%	53%	40%
4. Devotes a certain amount of time and effort to developing new business opportunities.	15	2.47	53.3	7%	40%	53%
5. Balances risks and rewards when making decisions.	15	2.27	40.0	13%	47%	40%

### Comments:

- Takes complete ownership of role and looks for ways to assist teammates.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- \_\_\_\_\_ is very clear about his expectations and I appreciate this.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- \_\_\_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!

# Vision

## Summary Scores



### 6. Leads employees in new directions.



### 7. Communicates a vision of where the Company needs to be in the future.



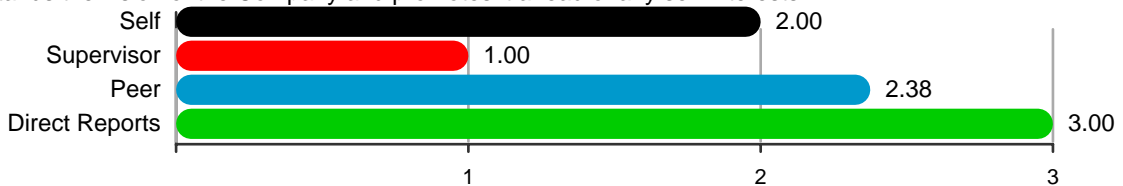
### 8. Creates a common vision for others.



### 9. Works to support the strategy of [Company]



### 10. Understands the vision of the Company and promotes it ahead of any self-interests.



## Level of Skill

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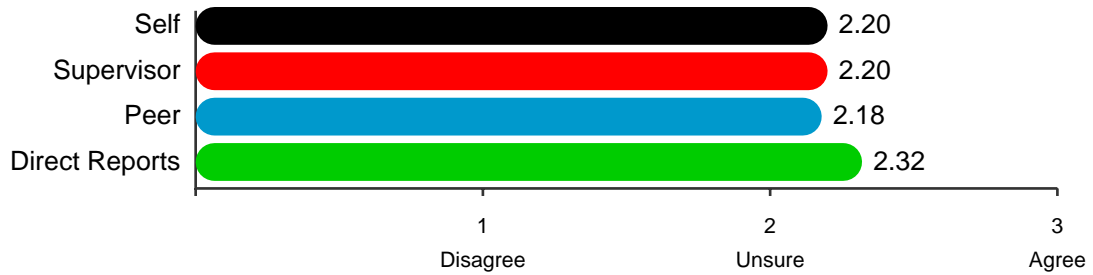
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Leads employees in new directions.	15	2.13	33.3	20%	47%	33%
7. Communicates a vision of where the Company needs to be in the future.	15	2.07	26.7	20%	53%	27%
8. Creates a common vision for others.	15	2.33	40.0	7%	53%	40%
9. Works to support the strategy of [Company]	15	2.40	53.3	13%	33%	53%
10. Understands the vision of the Company and promotes it ahead of any self-interests.	15	2.47	60.0	13%	27%	60%

### Comments:

- Not many people can be as well rounded, as these qualities require completely different skill sets.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- He correctly sets limits, and expectations of his managers.
- I would encourage \_\_\_\_\_ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- You could check for clarity in expectations more frequently.

# Self Management

## Summary Scores



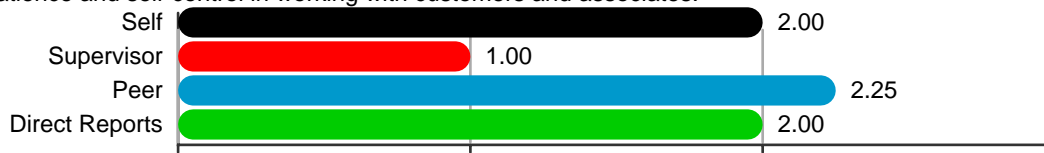
11. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



12. Analyzes interpersonal problems instead of reacting to them.



13. Uses patience and self-control in working with customers and associates.



14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



15. Consciously controls own negative emotions in order to keep team morale up.





## 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).

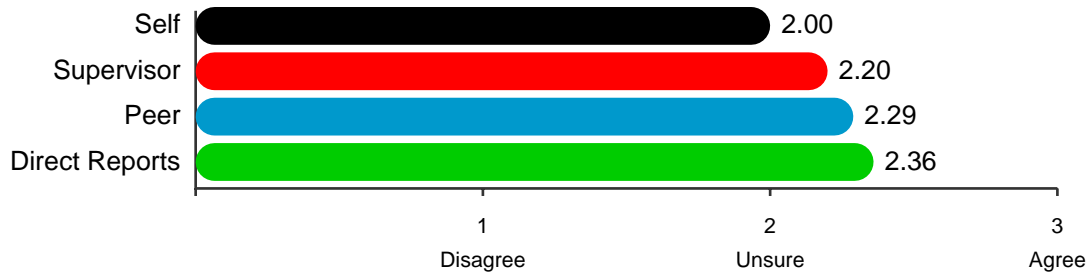
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.33	40.0	7%	53%	40%
12. Analyzes interpersonal problems instead of reacting to them.	15	2.07	20.0	13%	67%	20%
13. Uses patience and self-control in working with customers and associates.	15	2.07	26.7	20%	53%	27%
14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.27	40.0	13%	47%	40%
15. Consciously controls own negative emotions in order to keep team morale up.	14	2.43	50.0	7%	43%	50%

### Comments:

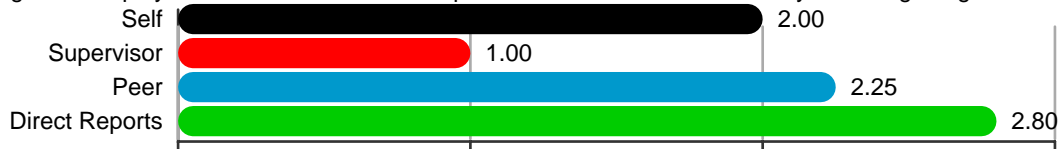
- \_\_\_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- \_\_\_\_\_ is the best employee the department has employed.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- \_\_\_\_\_ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- He desires to do great work.
- \_\_\_\_\_ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.

# Continual Improvement

## Summary Scores



16. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



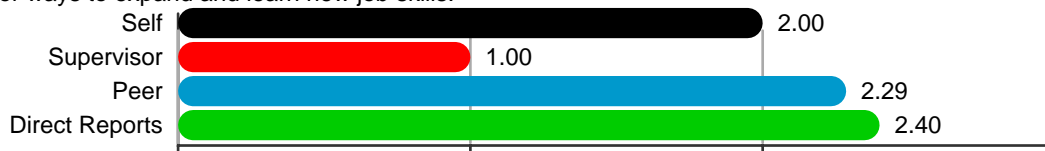
17. Looks for ways to improve work processes and procedures.



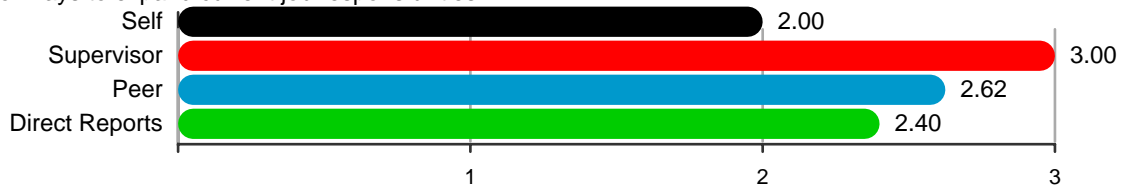
18. Promotes training and development opportunities to enhance job performance.



19. Looks for ways to expand and learn new job skills.



20. Looks for ways to expand current job responsibilities.



## 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).

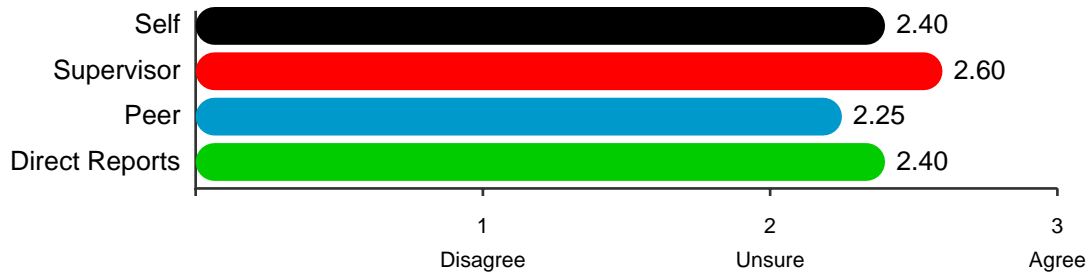
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.33	46.7	13%	40%	47%
17. Looks for ways to improve work processes and procedures.	15	2.33	40.0	7%	53%	40%
18. Promotes training and development opportunities to enhance job performance.	14	2.00	14.3	14%	71%	14%
19. Looks for ways to expand and learn new job skills.	14	2.21	42.9	21%	36%	43%
20. Looks for ways to expand current job responsibilities.	15	2.53	60.0	7%	33%	60%

### Comments:

- I think that \_\_\_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Increase in confidence. Being willing to lean into the uncomfortable.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- I so appreciate that \_\_\_\_\_ is so on top of everything that we do in payroll.
- He is very knowledgeable and is always willing to lend a helping hand!

# Persuasion and Influence

## Summary Scores



### 21. Develops a good rapport with others.



### 22. Able to express own goals and needs.



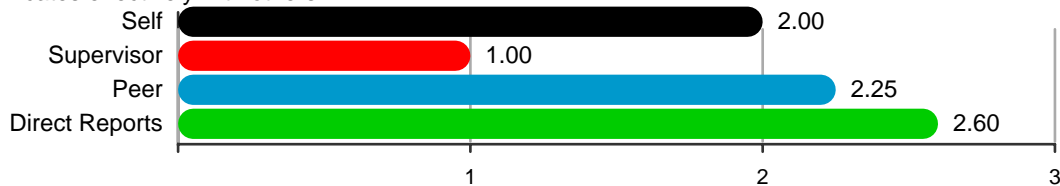
### 23. Ensures stakeholders are involved in the decision making process.



### 24. Understanding what others need.



### 25. Communicates effectively with others.



## Level of Skill

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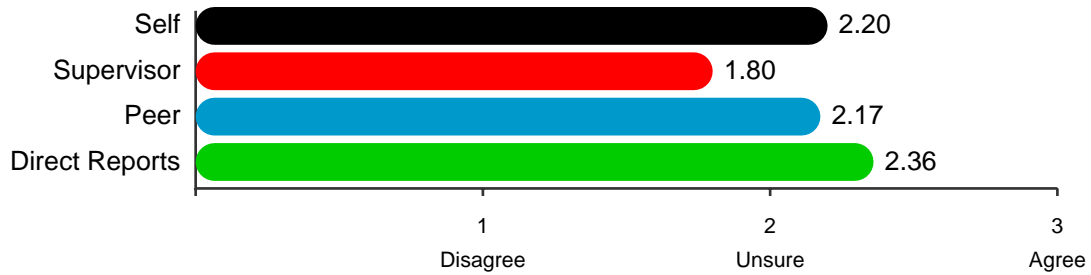
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Develops a good rapport with others.	15	2.60	66.7	7%	27%	67%
22. Able to express own goals and needs.	15	2.33	40.0	7%	53%	40%
23. Ensures stakeholders are involved in the decision making process.	15	2.07	20.0	13%	67%	20%
24. Understanding what others need.	15	2.40	53.3	13%	33%	53%
25. Communicates effectively with others.	15	2.27	53.3	27%	20%	53%

### Comments:

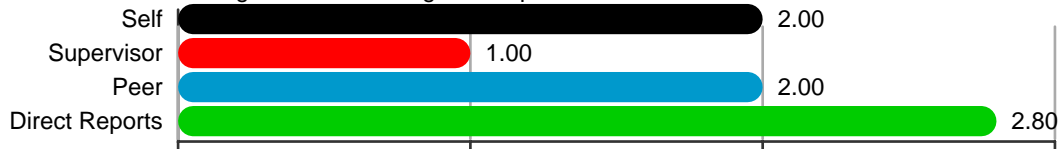
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- I appreciate his style and support.
- \_\_\_\_\_ always goes above and beyond in his daily work.
- \_\_\_\_\_ works very well with other departments.
- \_\_\_\_\_ applied his strong analytical skills to problem solving.
- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.

# Change Management

## Summary Scores



26. Supports new initiatives for organizational changes to improve effectiveness.



27. Works cooperatively with others to implement changes.



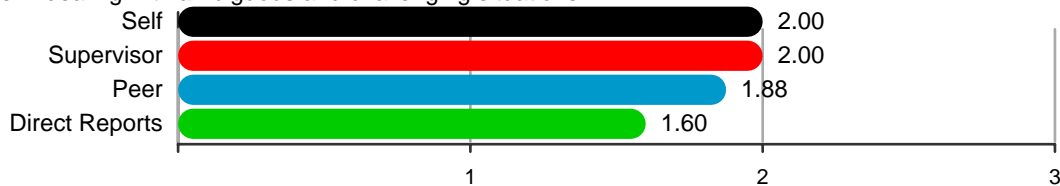
28. Supports the Company's efforts to implement changes.



29. Adopts changes to set and example for others to follow.



30. Effective in dealing with ambiguous and challenging situations.



## 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).

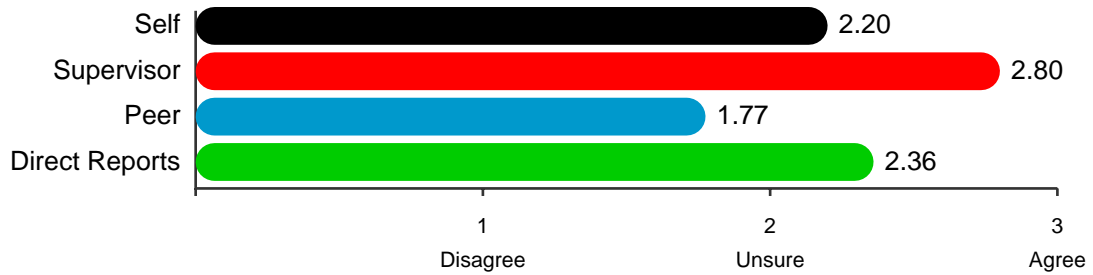
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Supports new initiatives for organizational changes to improve effectiveness.	15	2.20	33.3	13%	53%	33%
27. Works cooperatively with others to implement changes.	15	2.00	26.7	27%	47%	27%
28. Supports the Company's efforts to implement changes.	15	2.47	53.3	7%	40%	53%
29. Adopts changes to set and example for others to follow.	15	2.60	60.0		40%	60%
30. Effective in dealing with ambiguous and challenging situations.	15	1.80	13.3	33%	53%	13%

### Comments:

- He is an excellent teammate, great attitude, effort, and energy.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss
- \_\_\_\_\_ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- \_\_\_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.

# Technology Use/Management

## Summary Scores



### 31. Uses technology in decision making and problem solving.



### 32. Proficient in the use of technical systems and processes.



### 33. Understands and is committed to implementing new technologies.



### 34. Supports technical training and development of employees.



### 35. Adopts the implementation of new technology into 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).

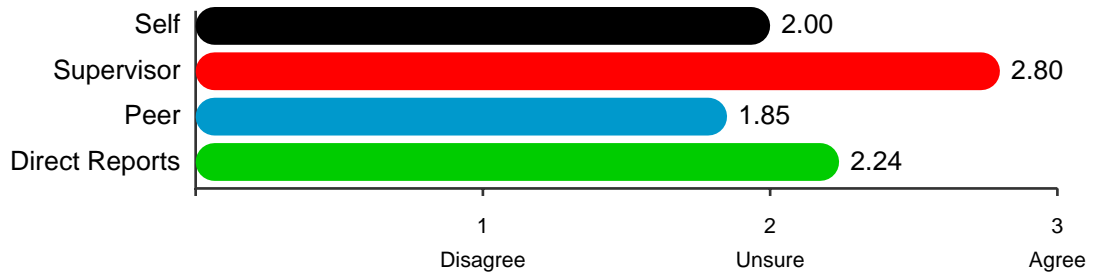
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Uses technology in decision making and problem solving.	15	2.13	33.3	20%	47%	33%
32. Proficient in the use of technical systems and processes.	15	2.13	33.3	20%	47%	33%
33. Understands and is committed to implementing new technologies.	15	2.07	33.3	27%	40%	33%
34. Supports technical training and development of employees.	15	2.13	26.7	13%	60%	27%
35. Adopts the implementation of new technology into the workplace.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_\_\_'s dedication and leadership in the management development program is evident.
- \_\_\_\_\_ excels at customer service and keeping our team focused on the customer.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- We are very blessed to have \_\_\_\_\_ for our manager! Best one we've EVER had. We appreciate his very much.
- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.

# Trustworthy

## Summary Scores



### 36. Takes care to maintain confidential information.



### 37. Takes ownership, delivers on commitments



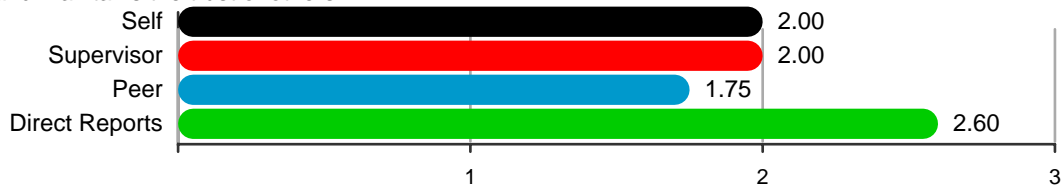
### 38. Is trustworthy; is someone I can trust.



### 39. Is a person you can trust.



### 40. Builds and maintains the trust 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).

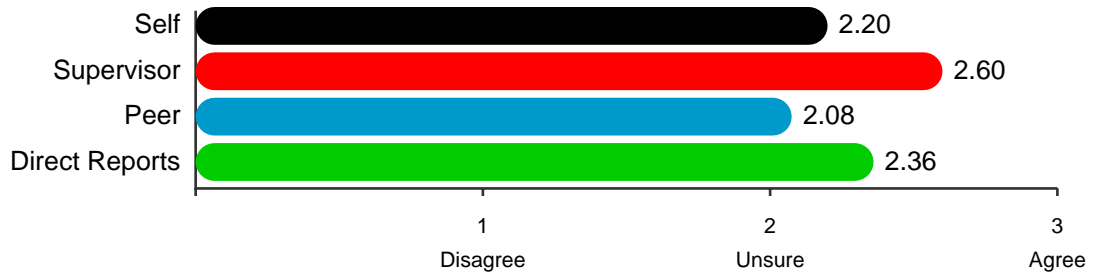
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Takes care to maintain confidential information.	15	1.87	20.0	33%	47%	20%
37. Takes ownership, delivers on commitments	15	1.93	13.3	20%	67%	13%
38. Is trustworthy; is someone I can trust.	15	2.07	33.3	27%	40%	33%
39. Is a person you can trust.	15	2.33	33.3		67%	33%
40. Builds and maintains the trust of others.	15	2.07	33.3	27%	40%	33%

### Comments:

- He truly is the best Manager I have ever had.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- \_\_\_\_\_ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- He is always looking to and listening to the staff for their and needs.
- Engagement is an area where \_\_\_\_\_ has improved by being more in-tune with department needs. He listens more and asks great questions.
- Without a doubt, \_\_\_\_\_ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.

# Responsible

## Summary Scores



41. Acts as a resource without removing individual responsibility.



42. Is a person you can trust.



43. Sets a good example



44. Completes assigned work tasks.



45. Sets high personal 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Acts as a resource without removing individual responsibility.	15	2.00	26.7	27%	47%	27%
42. Is a person you can trust.	15	2.13	33.3	20%	47%	33%
43. Sets a good example	15	2.20	40.0	20%	40%	40%
44. Completes assigned work tasks.	15	2.20	26.7	7%	67%	27%
45. Sets high personal standards of performance.	15	2.53	60.0	7%	33%	60%

### Comments:

- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_\_\_ fits the leadership role well.
- \_\_\_\_\_'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- \_\_\_\_\_ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- He clearly assigns our responsibilities by our individual strengths.
- \_\_\_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.

## 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?

- He has been a great addition to the company.
- \_\_\_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- \_\_\_\_\_ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. \_\_\_\_\_ also helps his team recognize areas of improvement and works to improve those areas as well.
- He has worked hard to understand people's strengths and what they need from him.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.

### What do you like best about working with this individual?

- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- Always steps up if help is needed.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- \_\_\_\_\_ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.

### What do you like least about working with this individual?

- he is open and willing to share his vision for the team.
- \_\_\_\_\_ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- \_\_\_\_\_ is the best employee the department has employed.
- \_\_\_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- He would benefit from soliciting more feedback and pushing others to do more.

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

- \_\_\_\_\_ is a great boss and director. \_\_\_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_\_\_ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- \_\_\_\_\_ is a strong advocate for both the customer and staff.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!

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

- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.
- He's a very hard worker and always helping out when needed.
- \_\_\_\_\_ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- He lets us develop our own style and inspires us to do our best.
- \_\_\_\_\_ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- It's a pleasure to work with \_\_\_\_\_ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.

### Any final comments?

- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- \_\_\_\_\_ is always professional during interactions with staff.
- Has a "go getter" attitude!
- \_\_\_\_\_ juggles a lot of responsibilities and appears to have it all under control.
- \_\_\_\_\_ analyzes all situations before making a decision.
- \_\_\_\_\_'s dedication and leadership in the management development program is evident.