



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.

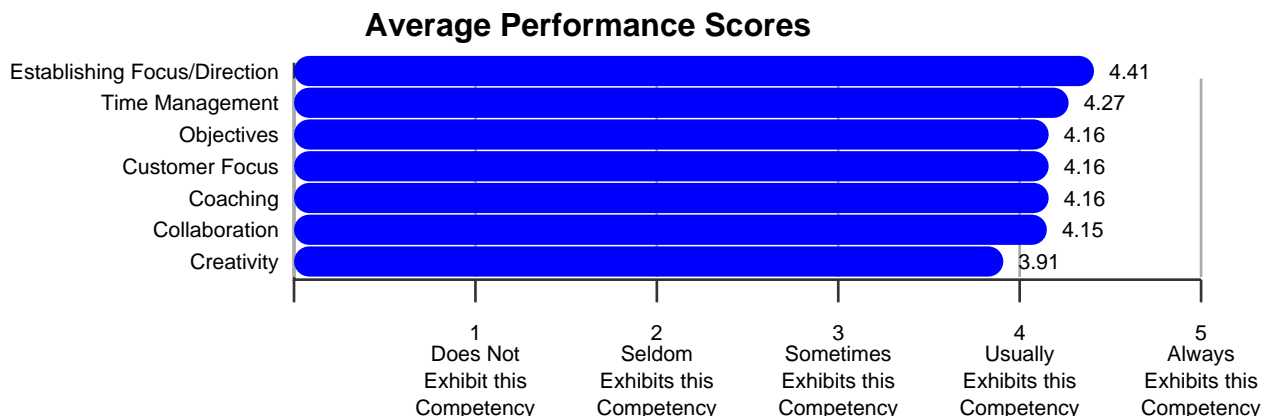
What to Do with Your Feedback

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

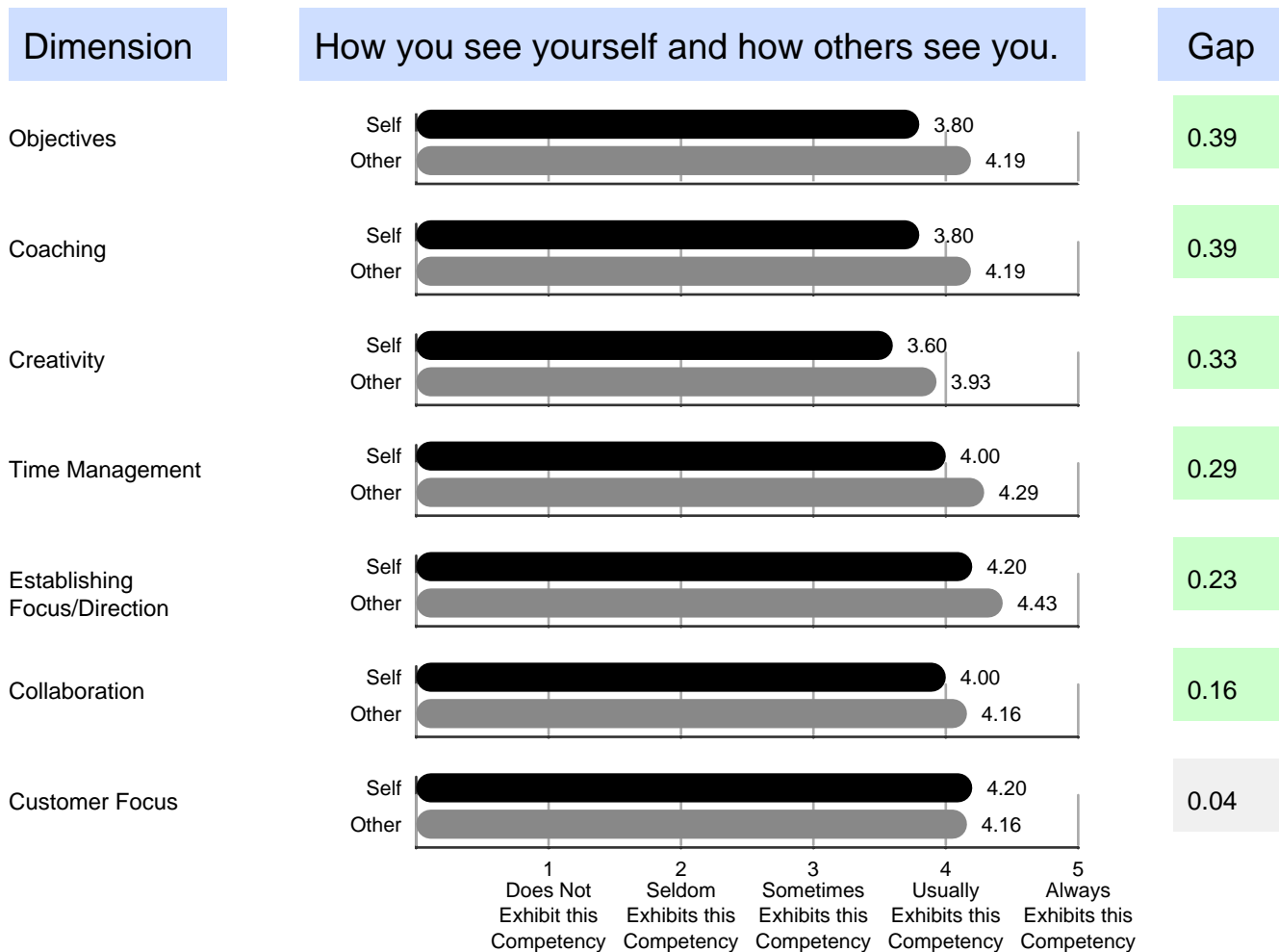
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



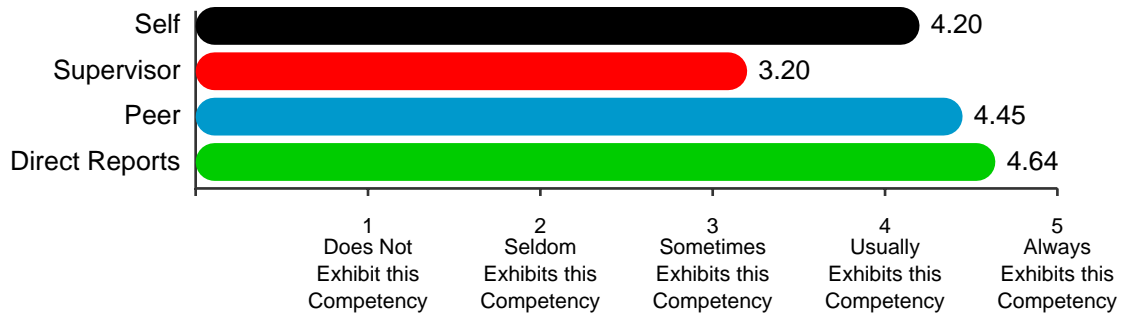
Gap Analysis

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.



Establishing Focus/Direction

Summary Scores



1. You make sure that employees understand how their work relates to organizational goals.



2. You are excellent at managing time.



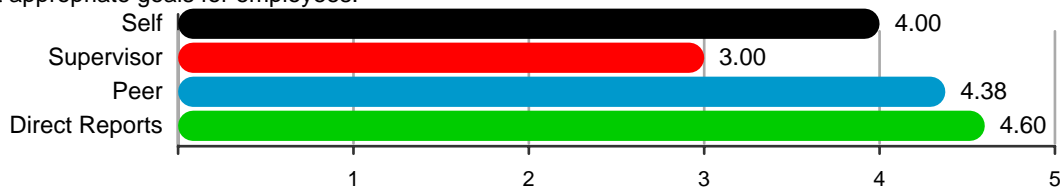
3. You help guide employees with prioritizing tasks.



4. You make sure that employees understand and identify with the team's mission.



5. You set appropriate goals for employees.



Level of Skill

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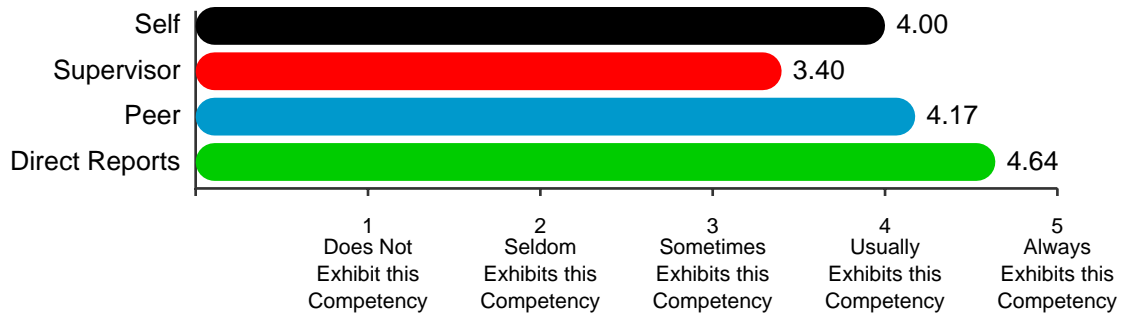
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You make sure that employees understand how their work relates to organizational goals.	15	4.20	93.3	7%		67%		27%
2. You are excellent at managing time.	15	4.87	100.0		13%		87%	
3. You help guide employees with prioritizing tasks.	15	4.27	93.3	7%		60%		33%
4. You make sure that employees understand and identify with the team's mission.	15	4.40	86.7	13%		33%		53%
5. You set appropriate goals for employees.	15	4.33	93.3	7%		53%		40%

Comments:

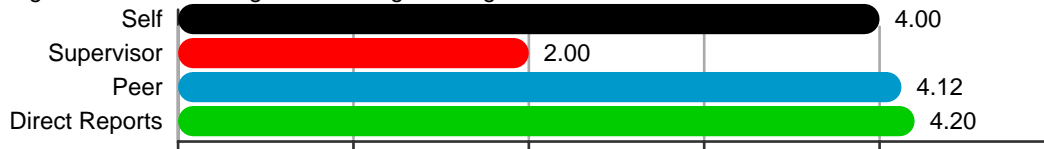
- ___ handles every situation in a professional manner and she responds promptly to requests.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- She 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.

Time Management

Summary Scores



6. You use agendas when chairing or facilitating meetings.



7. You set clearly defined goals.



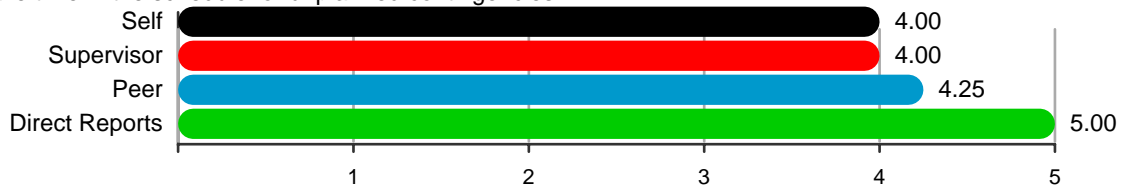
8. You complete tasks ahead of schedule.



9. You set a good balance between work and family life.



10. You leave time in the schedule for unplanned contingencies.



Level of Skill

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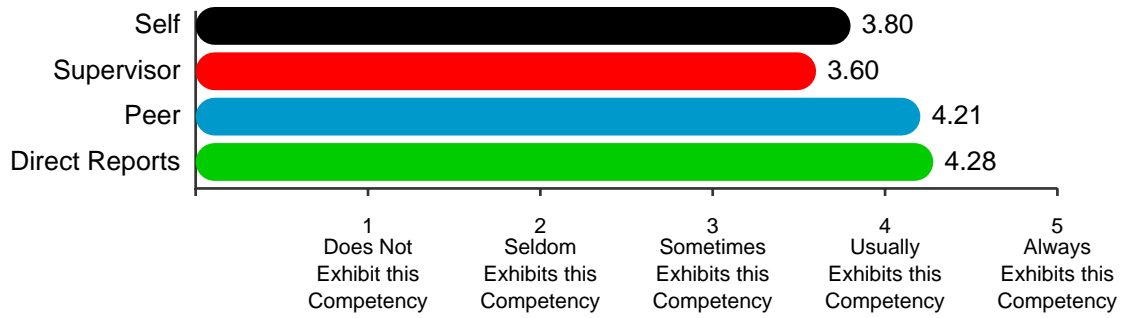
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You use agendas when chairing or facilitating meetings.	15	4.00	80.0	7%	13%	53%	27%	
7. You set clearly defined goals.	15	4.07	80.0		20%	53%	27%	
8. You complete tasks ahead of schedule.	15	4.33	93.3	7%	47%	47%		
9. You set a good balance between work and family life.	15	4.47	93.3	7%	40%	53%		
10. You leave time in the schedule for unplanned contingencies.	15	4.47	93.3	7%	40%	53%		

Comments:

- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- ___ is a great manager to work for.
- She is respectful of the people she works with regardless of the level in the organization.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- Each member feels they are a part of the team and knows their contribution is valued.

Objectives

Summary Scores



11. You establish goals and objectives.



12. You work toward achieving established goals and objectives.



13. You communicate goals and objectives to employees.



14. You encourage others to take on greater responsibility.



15. You consistently provide me with timely feedback for improving my performance.



Level of Skill

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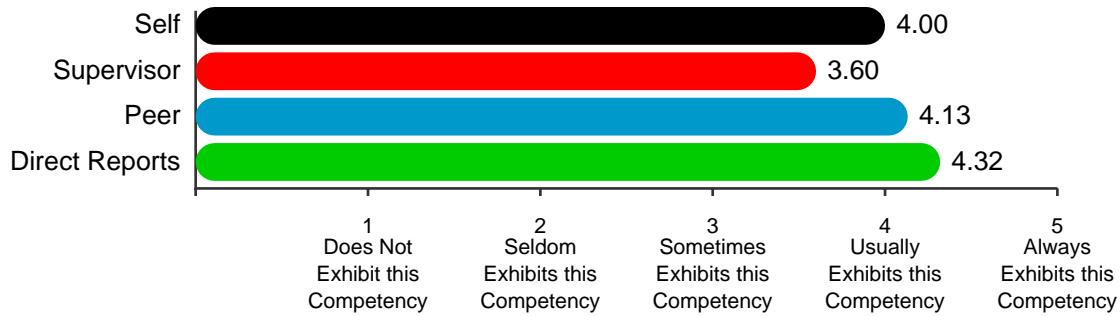
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You establish goals and objectives.	15	4.60	100.0	40%		60%		
12. You work toward achieving established goals and objectives.	15	4.27	100.0	73%			27%	
13. You communicate goals and objectives to employees.	15	4.33	100.0	67%			33%	
14. You encourage others to take on greater responsibility.	15	3.93	73.3	27%	53%		20%	
15. You consistently provide me with timely feedback for improving my performance.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- ___ leads by example. Great Employee engagement.
- Is empathetic, understanding, and dependable.
- 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.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- She is quick to remind others, when needed why we are really here.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.

Collaboration

Summary Scores



16. You listen and attend to the ideas from others.



17. You a trustworthy and credible partner.



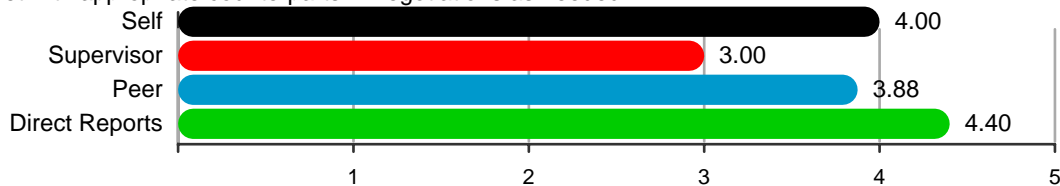
18. You work with others to resolve differences.



19. You build consensus among team members.



20. You meet with appropriate counterparts in negotiations as needed.



Level of Skill

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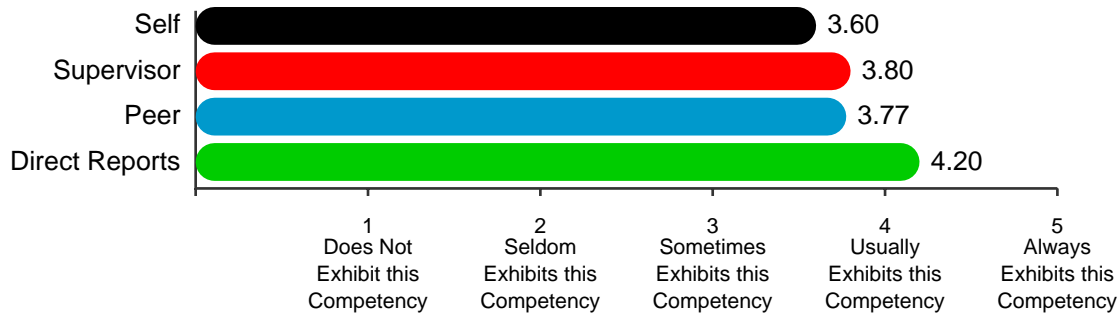
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You listen and attend to the ideas from others.	15	4.33	86.7	13%	40%	47%		
17. You a trustworthy and credible partner.	15	4.27	93.3	7%	60%	33%		
18. You work with others to resolve differences.	14	4.00	92.9	7%	86%	7%		
19. You build consensus among team members.	14	4.14	85.7	7%	7%	50%	36%	
20. You meet with appropriate counterparts in negotiations as needed.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- ___'s dedication and leadership in the management development program is evident.

Creativity

Summary Scores



21. You create a lot of new ideas.



22. You are creative and inspirational.



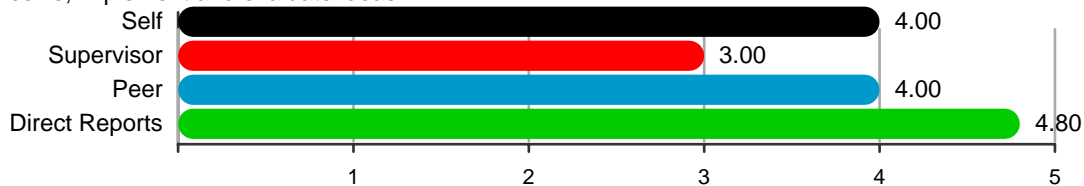
23. You are creative.



24. You add value to the department/organization.



25. You conceive, implement and evaluate ideas.



Level of Skill

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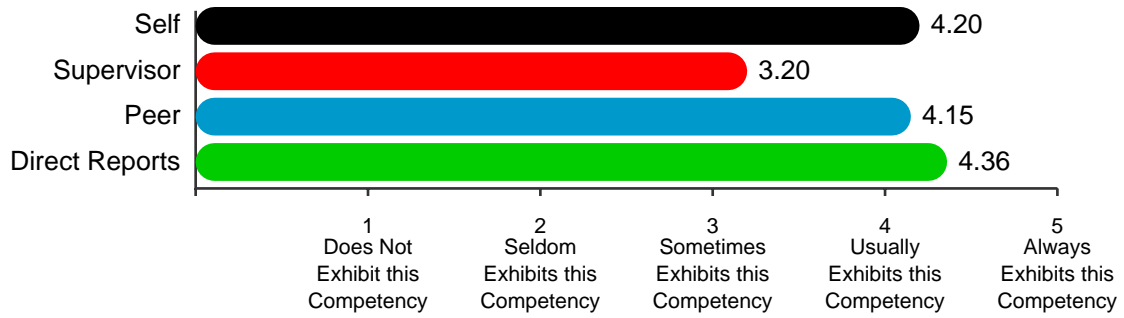
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You create a lot of new ideas.	15	4.00	66.7	13%	20%	20%	47%	
22. You are creative and inspirational.	15	3.47	53.3	13%	33%	47%	7%	
23. You are creative.	15	3.60	66.7	13%	20%	60%	7%	
24. You add value to the department/organization.	15	4.27	86.7	7%	7%	40%	47%	
25. You conceive, implement and evaluate ideas.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

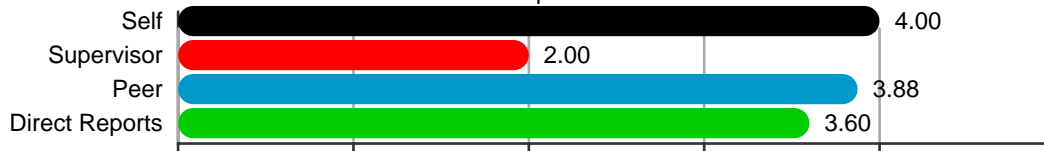
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.

Customer Focus

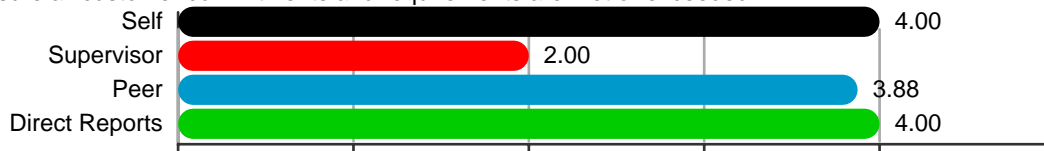
Summary Scores



26. You do not hesitate to address customer concerns or complaints.



27. You ensure all customer commitments and requirements are met or exceeded.



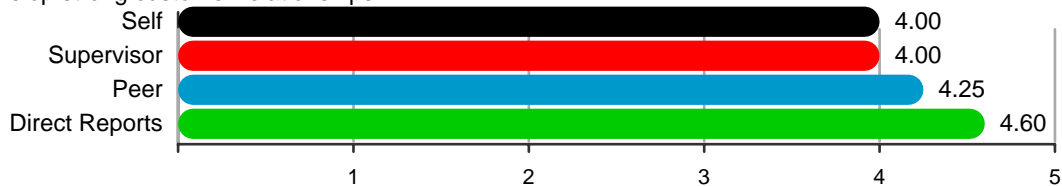
28. You develop good rapport and trust with the customer.



29. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.



30. You develop strong customer relationships.



Level of Skill

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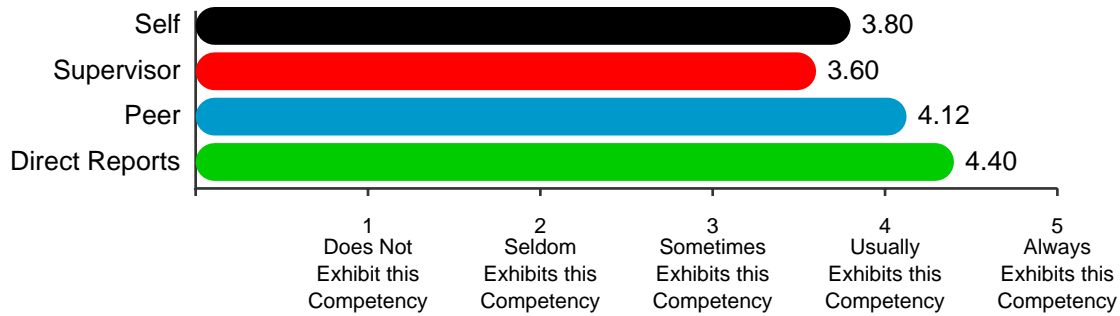
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You do not hesitate to address customer concerns or complaints.	15	3.67	66.7	20%	13%	47%	20%	
27. You ensure all customer commitments and requirements are met or exceeded.	15	3.80	73.3	20%	7%	47%	27%	
28. You develop good rapport and trust with the customer.	15	4.33	86.7	13%	40%	47%		
29. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.67	100.0		33%	67%		
30. You develop strong customer relationships.	15	4.33	100.0		67%	33%		

Comments:

- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- She is very responsive when asked for input or her assistance is requested.

Coaching

Summary Scores



31. You provide clear, motivating, and constructive feedback.



32. You conduct regular performance appraisals and feedback.



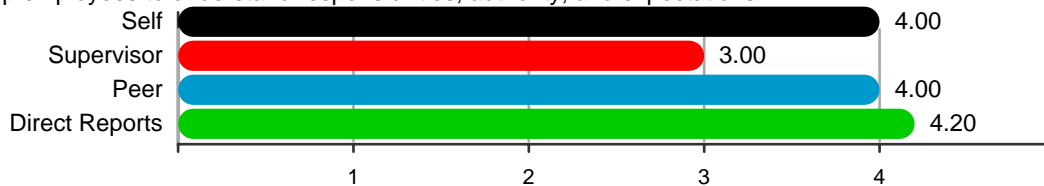
33. You address employee behavior problems effectively.



34. You develop the skills and capabilities of others.



35. You help employees to understand responsibilities, authority, and expectations.



Level of Skill

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31. You provide clear, motivating, and constructive feedback.	15	4.07	80.0	20%		53%		27%
32. You conduct regular performance appraisals and feedback.	15	4.47	100.0		53%		47%	
33. You address employee behavior problems effectively.	15	4.13	80.0	20%		47%		33%
34. You develop the skills and capabilities of others.	15	4.13	86.7	13%		60%		27%
35. You help employees to understand responsibilities, authority, and expectations.	15	4.00	80.0	20%		60%		20%

Comments:

- She stays in her office, and is largely oblivious to the daily activities of customer service.
- ___ is a true asset to [CompanyName].
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- ___ leads by example in each of the areas noted above.
- In one word I can summarize ___ in leadership skill. WOW!
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.

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?

- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- Manager routinely demonstrates all of the above characteristics, as marked
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- Uses her people skills to change negative situations into positive.

What do you like best about working with this individual?

- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- She will sit down with all parties involved before she makes a decision.
- Constantly working on improving the customer experience.
- Without a doubt, ___ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCl.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- ___ has great communication skills and is a dependable member of the team.

What do you like least about working with this individual?

- ___ can be counted on for her reliability.
- ___ has made good judgements in hiring top notch employees.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.

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

- 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.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- She had done amazingly well considering all of the global threats to the product line.
- ___ is approachable and professional in her interaction with staff and with customers.
- ___ is a wonderful person to work for.
- She is sensitive to her employees needs and is creative in accommodating their needs.

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

- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- ___ not only values and listens to her staff she also gives them the support they need.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.

Any final comments?

- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- ___ sets high standards for those she works with and expects the same of herself.
- ___ is very approachable and ensures the best for all employees in the department.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- ___ is a very effective communicator and I always felt very well informed as her direct report.