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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.

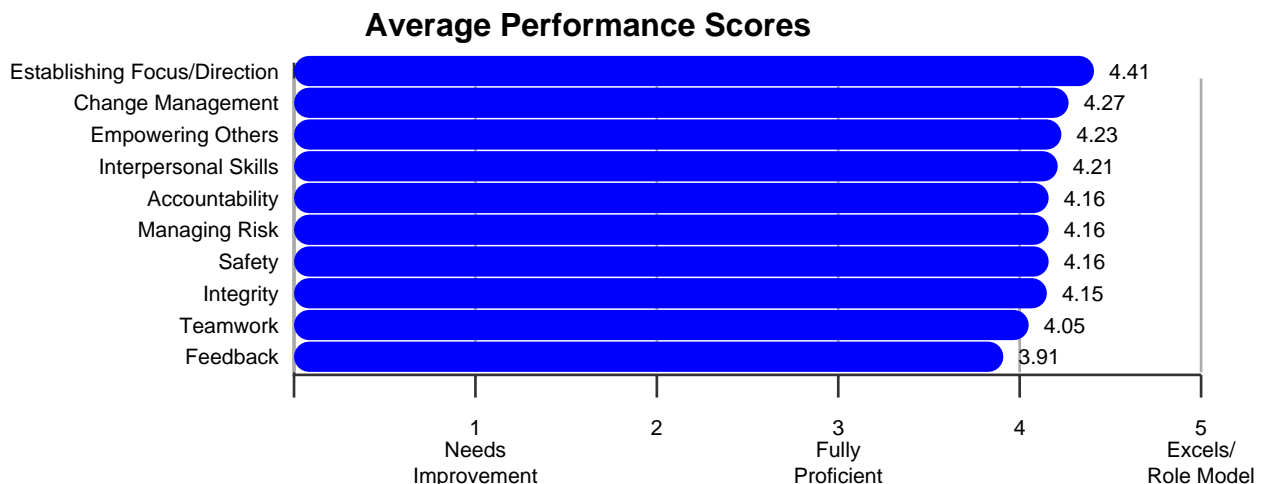
## What to Do with Your Feedback

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 10 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. Sets appropriate goals for employees.



### 2. Excellent at managing time.



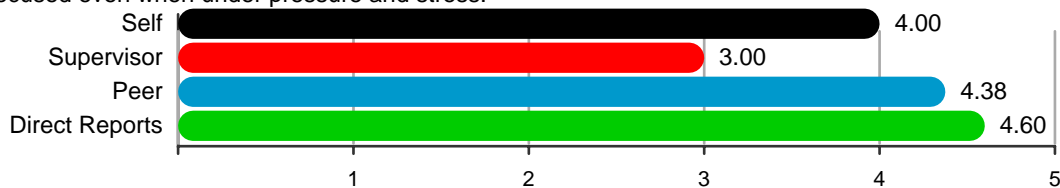
### 3. Functions well under stress, deadlines, and/or significant workloads.



### 4. Helps guide employees with prioritizing tasks.



### 5. Stays focused even when under pressure and stress.



## 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).

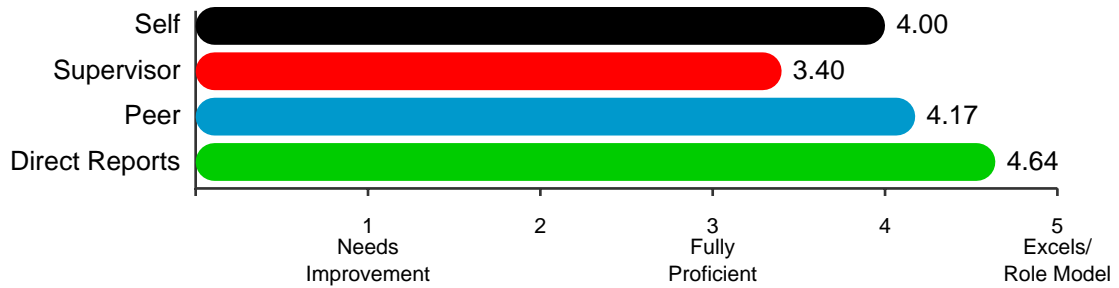
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Sets appropriate goals for employees.	15	4.20	93.3	7%	67%	27%
2. Excellent at managing time.	15	4.87	100.0	13%	87%	
3. Functions well under stress, deadlines, and/or significant workloads.	15	4.27	93.3	7%	60%	33%
4. Helps guide employees with prioritizing tasks.	15	4.40	86.7	13%	33%	53%
5. Stays focused even when under pressure and stress.	15	4.33	93.3	7%	53%	40%

### Comments:

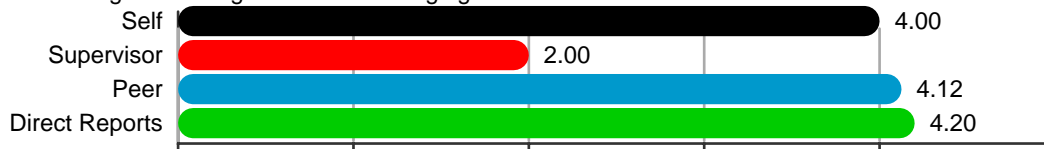
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- \_\_\_\_\_ exemplifies outstanding professionalism.
- \_\_\_\_\_ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with \_\_\_\_\_ for many years.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- He's a very hard worker and always helping out when needed.
- 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.

# Change Management

## Summary Scores



### 6. Effective in dealing with ambiguous and challenging situations.



### 7. Addresses organizational and departmental resistance to changes.



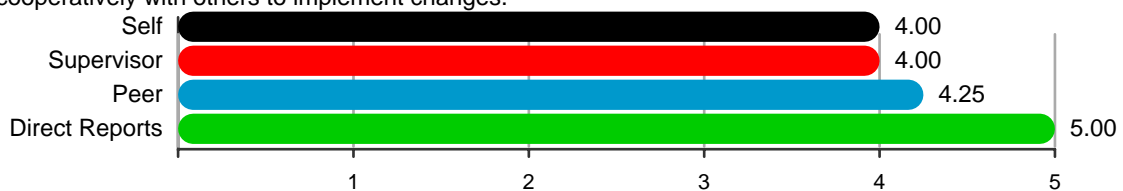
### 8. Supports new initiatives for organizational changes to improve effectiveness.



### 9. Assists others in understanding changes to the organization.



### 10. Works cooperatively with others to implement changes.



## 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. Effective in dealing with ambiguous and challenging situations.	15	4.00	80.0	7%	13%	53%	27%
7. Addresses organizational and departmental resistance to changes.	15	4.07	80.0		20%	53%	27%
8. Supports new initiatives for organizational changes to improve effectiveness.	15	4.33	93.3	7%		47%	47%
9. Assists others in understanding changes to the organization.	15	4.47	93.3	7%		40%	53%
10. Works cooperatively with others to implement changes.	15	4.47	93.3	7%		40%	53%

### Comments:

- \_\_\_\_\_ always goes above and beyond in his daily work.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- He always responds in a timely manner and stays organized.
- He would benefit from soliciting more feedback and pushing others to do more.
- \_\_\_\_\_ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- I appreciate the straight forward style of leadership \_\_\_\_\_ uses.

# Accountability

## Summary Scores



### 11. Keeps supervisor informed of recent events.



### 12. Defines roles, rights, and responsibilities of employees.



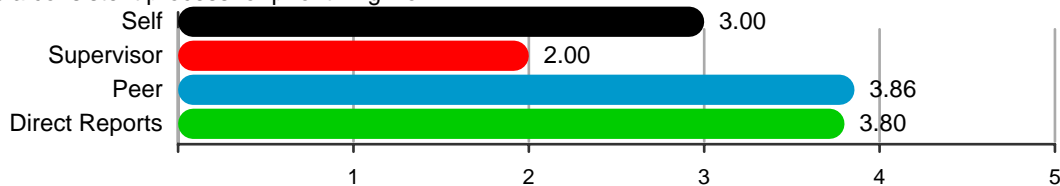
### 13. Holds team accountable to meeting goals.



### 14. Takes responsibility for results.



### 15. Creates a consistent process for prioritizing work.





## Level of Skill

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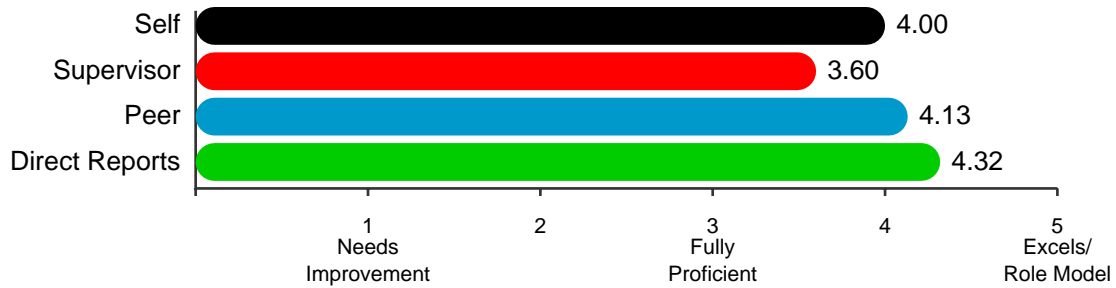
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Keeps supervisor informed of recent events.	15	4.60	100.0	40%	60%	
12. Defines roles, rights, and responsibilities of employees.	15	4.27	100.0	73%	27%	
13. Holds team accountable to meeting goals.	15	4.33	100.0	67%	33%	
14. Takes responsibility for results.	15	3.93	73.3	27%	53%	20%
15. Creates a consistent process for prioritizing work.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- He has been challenging us to find other ways to communicate that would be effective, other than email.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- I have also had the pleasure of partnering with \_\_\_\_\_ in our Core Competency leader learning. \_\_\_\_\_ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- \_\_\_\_\_ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.

# Integrity

## Summary Scores



### 16. Fosters a high standard of ethics and integrity.



### 17. Demonstrates honesty and truthfulness at all times.



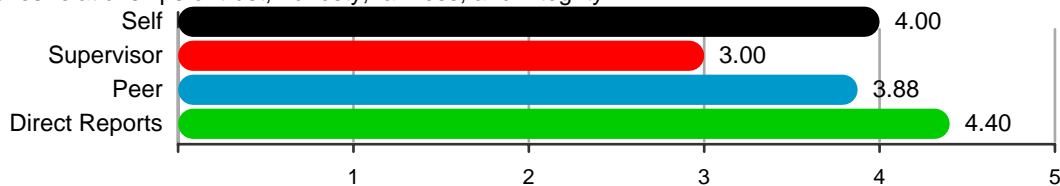
### 18. Maintains strong relationships with others.



### 19. Follows tasks to completion.



### 20. Establishes relationships of trust, honesty, fairness, and integrity.



## Level of Skill

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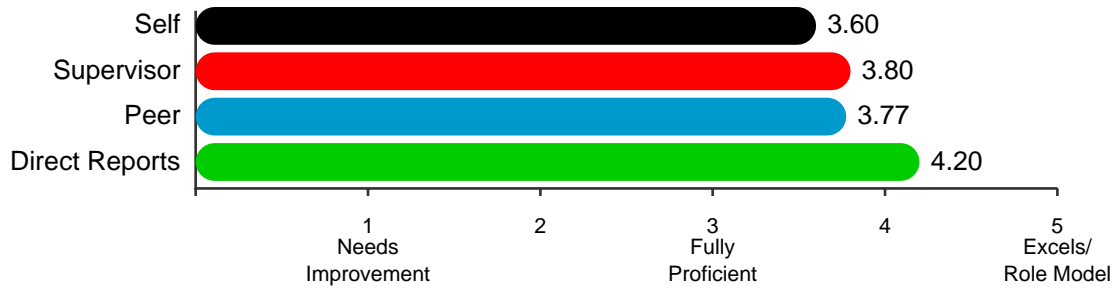
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Fosters a high standard of ethics and integrity.	15	4.33	86.7	13%		40%	47%
17. Demonstrates honesty and truthfulness at all times.	15	4.27	93.3	7%		60%	33%
18. Maintains strong relationships with others.	14	4.00	92.9	7%		86%	7%
19. Follows tasks to completion.	14	4.14	85.7	7%	7%	50%	36%
20. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Collaboration and dissemination of information and projects is something \_\_\_\_\_ does well.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_\_\_ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about \_\_\_\_\_ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Norm made an excellent choice by selecting \_\_\_\_\_ to lead [CompanyName].

# Feedback

## Summary Scores



### 21. Seeks feedback to enhance performance.



### 22. Shares past experiences with others as learning opportunities.



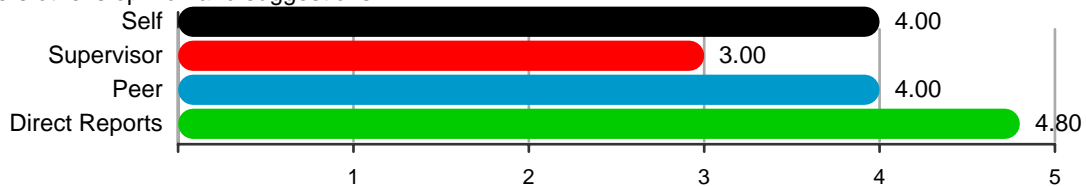
### 23. Is easy to approach with ideas and opinions.



### 24. Accepts the views of others.



### 25. Considers other's opinion and suggestions.



## Level of Skill

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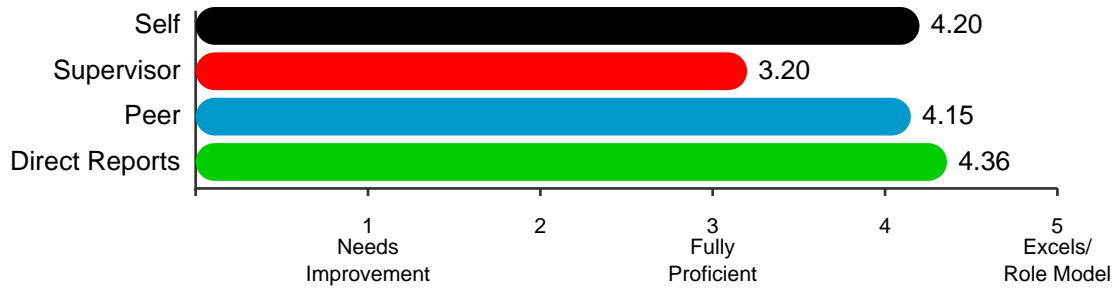
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Seeks feedback to enhance performance.	15	4.00	66.7	13%	20%	20%	47%
22. Shares past experiences with others as learning opportunities.	15	3.47	53.3	13%	33%	47%	7%
23. Is easy to approach with ideas and opinions.	15	3.60	66.7	13%	20%	60%	7%
24. Accepts the views of others.	15	4.27	86.7	7%	7%	40%	47%
25. Considers other's opinion and suggestions.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

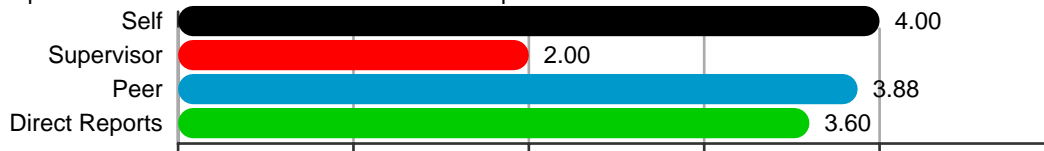
- \_\_\_\_\_ has a lot of knowledge in competency models and is passing that on to his teams.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- Has the experience needed.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- 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.
- He is becoming more comfortable to deliver critical feedback.

# Managing Risk

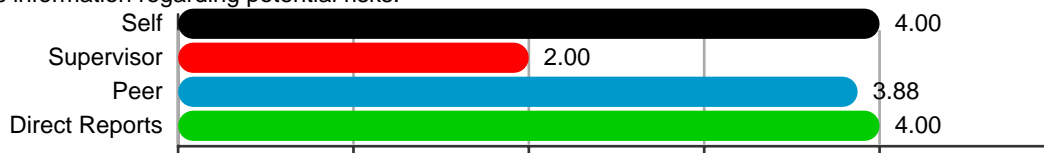
## Summary Scores



26. Develops policies to address risk situations in the workplace.



27. Gathers information regarding potential risks.



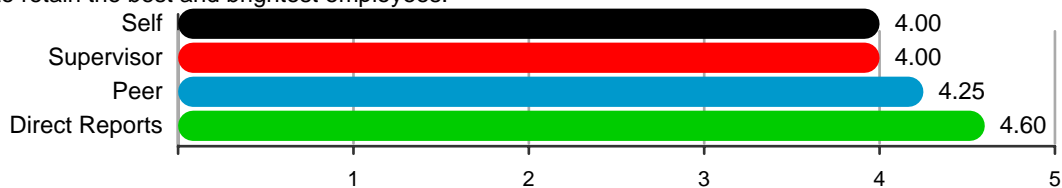
28. Perceives the risks of different work tasks and activities.



29. Attends risk management seminars and conferences.



30. Seeks to retain the best and brightest employees.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

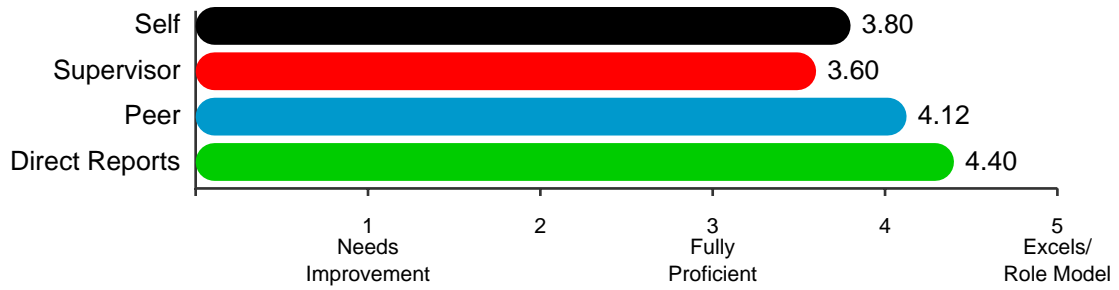
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Develops policies to address risk situations in the workplace.	15	3.67	66.7	20%	13%	47%		20%
27. Gathers information regarding potential risks.	15	3.80	73.3	20%	7%	47%		27%
28. Perceives the risks of different work tasks and activities.	15	4.33	86.7	13%		40%		47%
29. Attends risk management seminars and conferences.	15	4.67	100.0			33%		67%
30. Seeks to retain the best and brightest employees.	15	4.33	100.0			67%		33%

### Comments:

- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- Need to continue to engage staff in team development and role clarification.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- 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.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.

# Safety

## Summary Scores



31. Is not afraid to question a potential safety issue observed in the workplace.



32. Supports our company's safety programs.



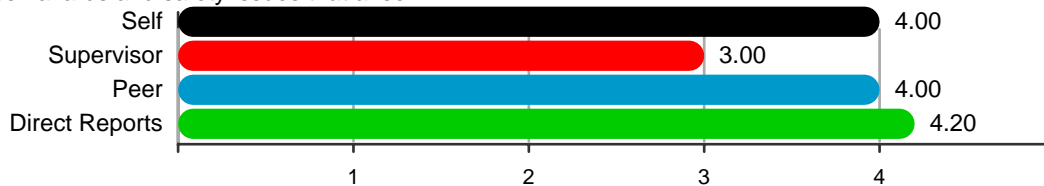
33. Commits adequate resources toward safety measures.



34. Ensures compliance with safety regulations.



35. Mitigates hazards and safety issues that arise.





## 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).

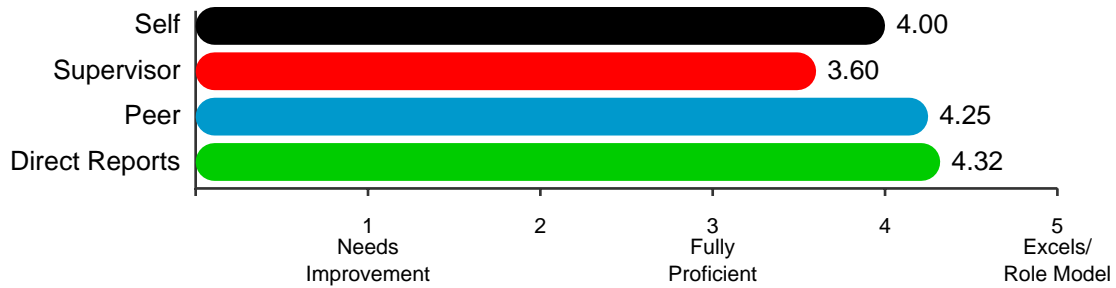
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Is not afraid to question a potential safety issue observed in the workplace.	15	4.07	80.0	20%	53%	27%
32. Supports our company's safety programs.	15	4.47	100.0		53%	47%
33. Commits adequate resources toward safety measures.	15	4.13	80.0	20%	47%	33%
34. Ensures compliance with safety regulations.	15	4.13	86.7	13%	60%	27%
35. Mitigates hazards and safety issues that arise.	15	4.00	80.0	20%	60%	20%

### Comments:

- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- He is a great teammate.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- Management skills progressing well with experience.
- Don't work with him enough to observe the vast majority of these items.
- \_\_\_\_\_ has supported me through some tough contract negotiations and he is the consummate professional.

# Interpersonal Skills

## Summary Scores



36. Uses tact, compassion, and sensitivity in interactions with others.



37. Expresses appreciation of other's work.



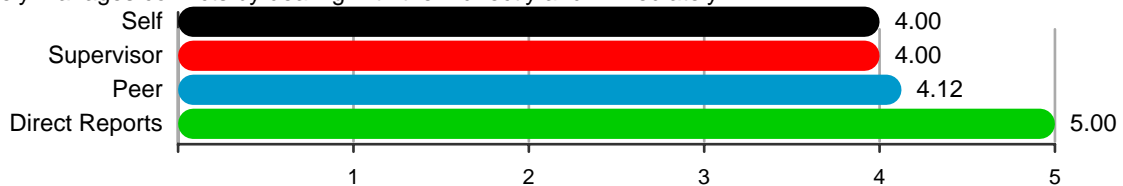
38. Applies appropriate communication techniques to the situation.



39. Is a role model for others



40. Effectively manages conflicts by dealing with them directly and immediately



## 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).

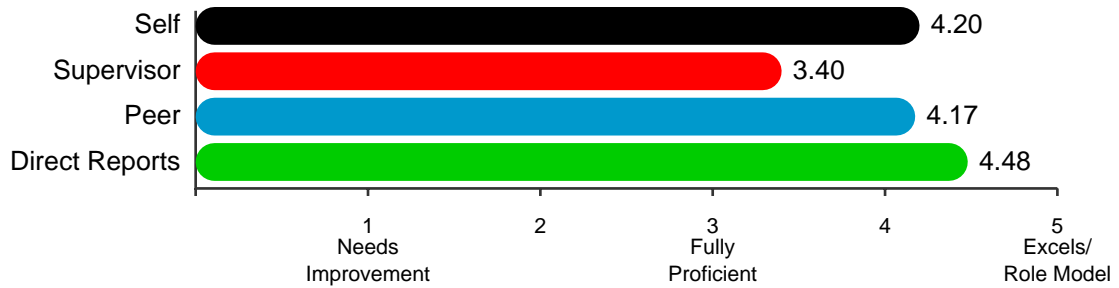
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Uses tact, compassion, and sensitivity in interactions with others.	15	4.33	100.0			67%		33%
37. Expresses appreciation of other's work.	15	3.93	80.0	13%	7%	53%		27%
38. Applies appropriate communication techniques to the situation.	15	4.27	86.7	13%		47%		40%
39. Is a role model for others	15	4.13	86.7	13%		60%		27%
40. Effectively manages conflicts by dealing with them directly and immediately	15	4.40	93.3	7%		47%		47%

### Comments:

- He has been a great addition to the department in this area.
- It shows that \_\_\_\_\_ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- \_\_\_\_\_ is a steady leader who maintains his objectivity during stressful times.
- \_\_\_\_\_ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- He strives for self improvement and is heavily invested in the same for others.
- He has deep technical expertise in a number of areas of human resource management.

# Empowering Others

## Summary Scores



41. Allows the employees to have flexible work schedules.



42. Assigns tasks that are within the skill levels of employees.



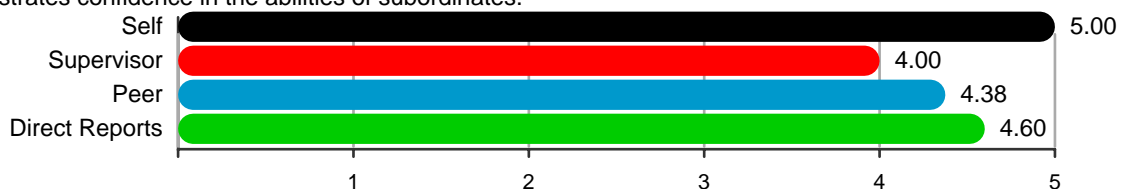
43. Gives responsibility for making important decisions to employees.



44. Trusts employees to complete tasks assigned.



45. Demonstrates confidence in the abilities of subordinates.



## 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).

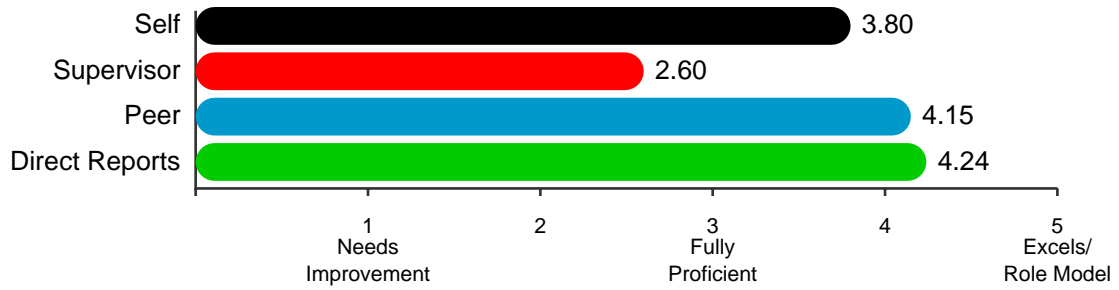
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
41. Allows the employees to have flexible work schedules.	15	4.33	93.3	7%	53%	40%
42. Assigns tasks that are within the skill levels of employees.	15	4.20	80.0	20%	40%	40%
43. Gives responsibility for making important decisions to employees.	15	4.13	86.7	13%	60%	27%
44. Trusts employees to complete tasks assigned.	15	4.00	86.7	13%	73%	13%
45. Demonstrates confidence in the abilities of subordinates.	15	4.47	93.3	7%	40%	53%

### Comments:

- I look forward to working with his in his new role.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- \_\_\_\_\_ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- I feel that we would not be such a great place if it wasn't for \_\_\_\_\_. \_\_\_\_\_ is the best!!!!!!

# Teamwork

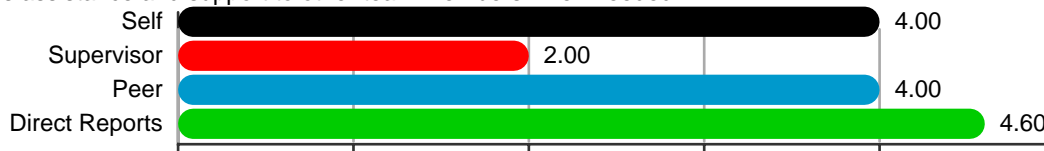
## Summary Scores



### 46. Encourages others to share ideas to develop team cohesion



### 47. Provides assistance and support to other team members when needed



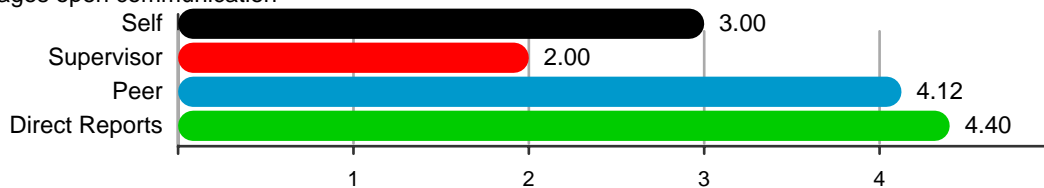
### 48. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.



### 49. Is open to new ideas that may change own goals for benefit of the team



### 50. Encourages open communication



## 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
46. Encourages others to share ideas to develop team cohesion	15	3.87	80.0	7%	13%	67%	13%
47. Provides assistance and support to other team members when needed	15	4.07	86.7	13%		53%	33%
48. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	4.13	86.7	13%		60%	27%
49. Is open to new ideas that may change own goals for benefit of the team	15	4.20	86.7	7%	7%	47%	40%
50. Encourages open communication	15	4.00	73.3	13%	13%	33%	40%

### Comments:

- Always conducts himself in a professional manner.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- Provide and solicit more frequent feedback.
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- Uses visual aids to communicate progress to your team.
- \_\_\_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.

## 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?

- \_\_\_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- \_\_\_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- He inspires others by the manner in which he does his work and engages others.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- He presents a clear picture of where the department is now and where we need to be headed.
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.

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

- Need to take in all opinions, not just those of employees who are not always truthful...
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- \_\_\_\_\_ has been very supportive as a supervisor.
- \_\_\_\_\_ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- From my perspective, \_\_\_\_\_ is a very effective leader. I have seen \_\_\_\_\_ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_\_\_ is always open and is a great collaborater.

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

- I envy his versatility in working with a wide variety of issues and topics.
- \_\_\_\_\_ is an excellent leader. He seeks input from everyone involved to solve an issue.
- One of the main reasons I am here is because of \_\_\_\_\_.
- \_\_\_\_\_'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!
- \_\_\_\_\_ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- He is smart, quick, compassionate, and thorough.

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

- Don't work with him enough to observe the vast majority of these items.
- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- \_\_\_\_\_ fully updates the unit and staff on needed information. His direction and focus are well explained.
- \_\_\_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.
- He is an excellent problem solver.
- \_\_\_\_\_ takes people where they want to go and pushes them to be their own success.



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

- \_\_\_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- He is truly dedicated to doing a good job, by helping us do a good job.
- \_\_\_\_\_ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- Willingness to pitch in, desire to grow, and a great attitude.
- \_\_\_\_\_ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.

### Any final comments?

- Confidence is the only thing I think he needs to improve on.
- \_\_\_\_\_ is a great manager to work for.
- \_\_\_\_\_ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- 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.
- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.