



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.

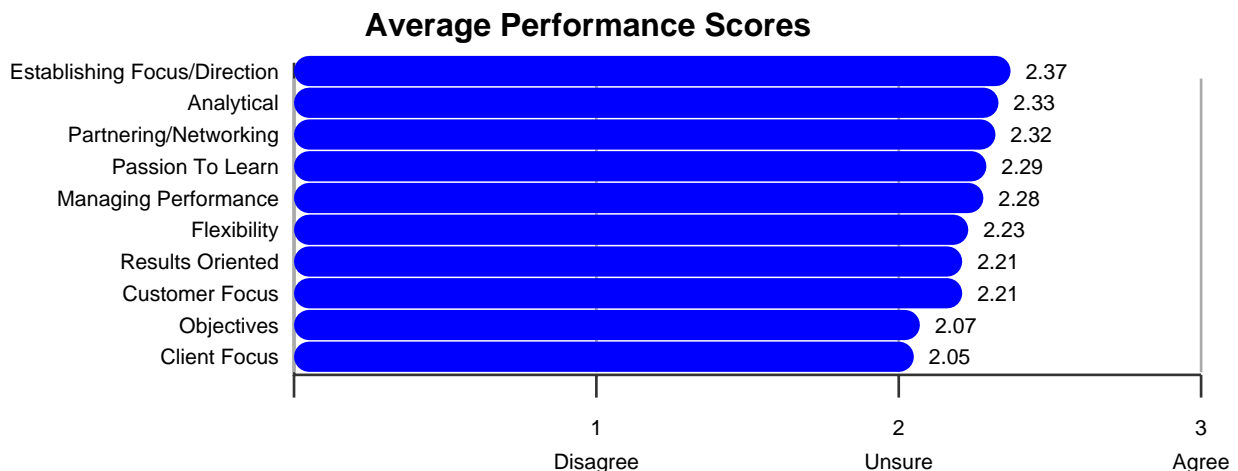
What to Do with Your Feedback

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.



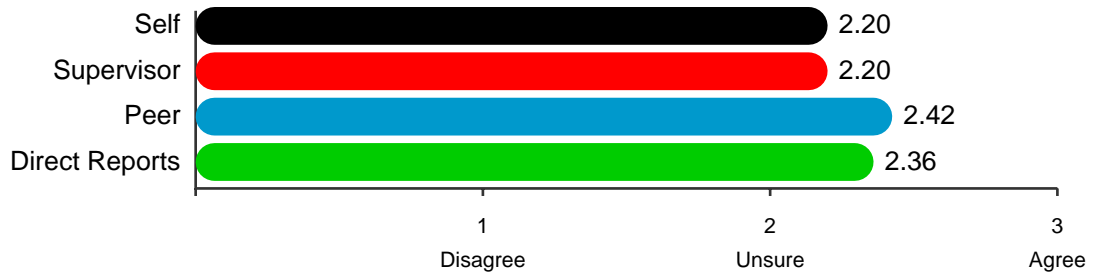
Gap Analysis

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

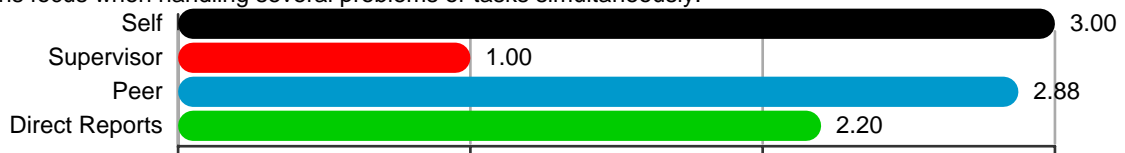
Summary Scores



1. Makes sure that employees understand and identify with the team's mission.



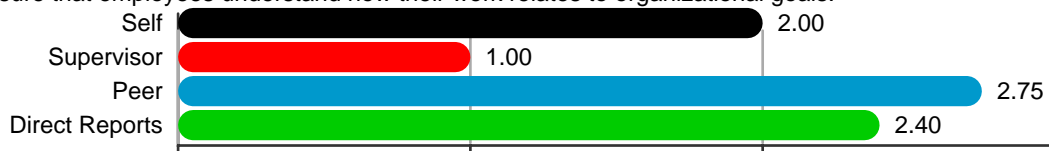
2. Maintains focus when handling several problems or tasks simultaneously.



3. Sets appropriate goals for employees.



4. Makes sure that employees understand how their work relates to organizational goals.



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



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).

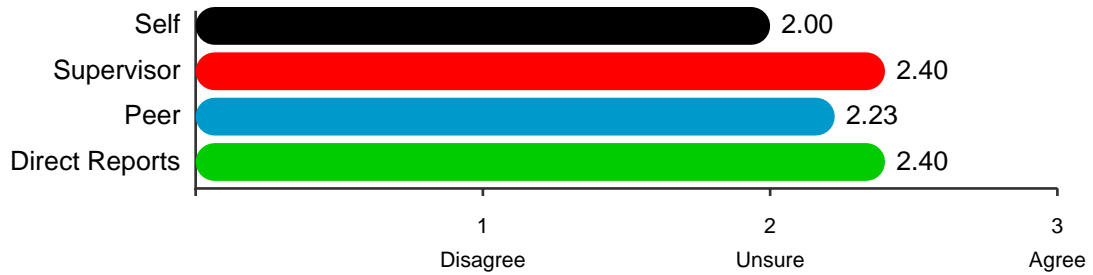
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 1. Makes sure that employees understand and identify with the team's mission. | 15 | 2.27 | 33.3 | 7% | 60% | 33% |
| 2. Maintains focus when handling several problems or tasks simultaneously. | 15 | 2.53 | 73.3 | 20% | 7% | 73% |
| 3. Sets appropriate goals for employees. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 4. Makes sure that employees understand how their work relates to organizational goals. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 5. Functions well under stress, deadlines, and/or significant workloads. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |

Comments:

- 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.
- 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.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- Improve on providing feedback.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- She is a dedicated person who inspires excellence in both staff and customer service.

Managing Performance

Summary Scores



6. Ensures that team goals are met 85 percent of the time.



7. Addresses poor performance sooner rather than later.



8. Recognizes and values good performance.



9. Makes sure the team's goals are met.



10. Sets specific and measurable goals for others and follows through to completion.



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).

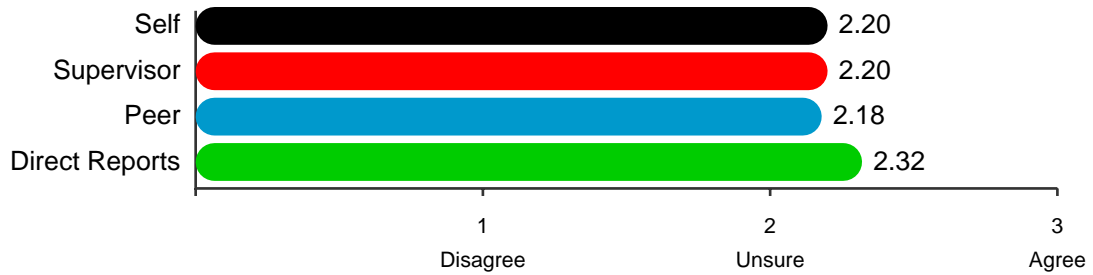
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|--|----|------|------|---------------|-------------|------------|
| 6. Ensures that team goals are met 85 percent of the time. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 7. Addresses poor performance sooner rather than later. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 8. Recognizes and values good performance. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 9. Makes sure the team's goals are met. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 10. Sets specific and measurable goals for others and follows through to completion. | 15 | 2.47 | 60.0 | 13% | 27% | 60% |

Comments:

- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- Good Team Player! Good decision making skills. A hard worker.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].

Flexibility

Summary Scores



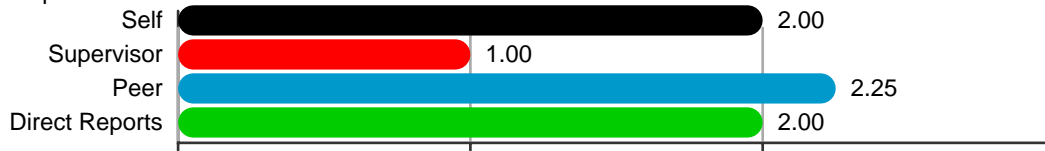
11. Encourages others to adopt new procedures.



12. Willing to try new ideas.



13. Able to adapt to new situations.



14. Works effectively during periods of change.



15. Open to the perspectives/viewpoints 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).

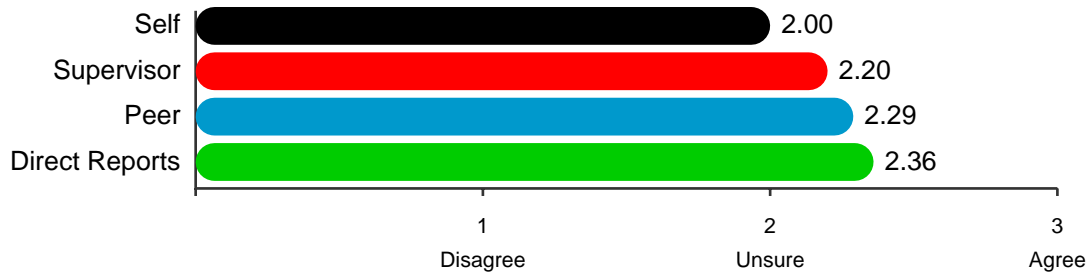
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|--|----|------|------|---------------|-------------|------------|
| 11. Encourages others to adopt new procedures. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 12. Willing to try new ideas. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 13. Able to adapt to new situations. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 14. Works effectively during periods of change. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |
| 15. Open to the perspectives/viewpoints of others. | 14 | 2.43 | 50.0 | 7% | 43% | 50% |

Comments:

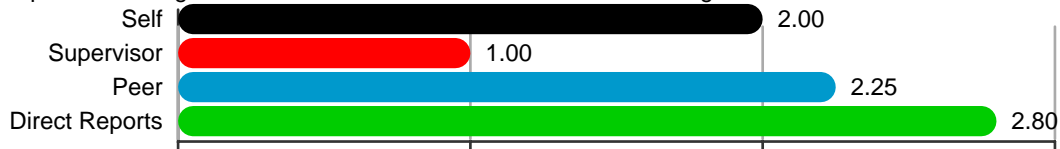
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- ___ meets and exceeds all of these leadership roles.
- Does excellent job, always.
- Our team works well together because we 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.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- ___ has an incredible vision for our organization's strategy and improvement efforts.

Passion To Learn

Summary Scores



16. Will participate in training classes even if offered outside of normal working hours.



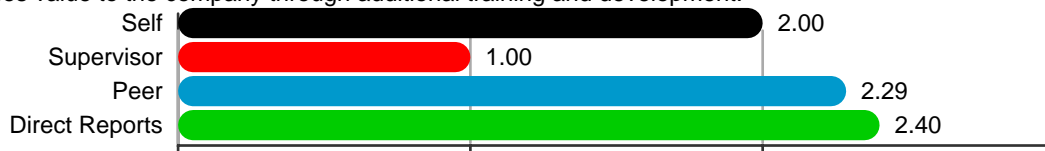
17. Demonstrates through personal behavior the commitment to high standards of performance.



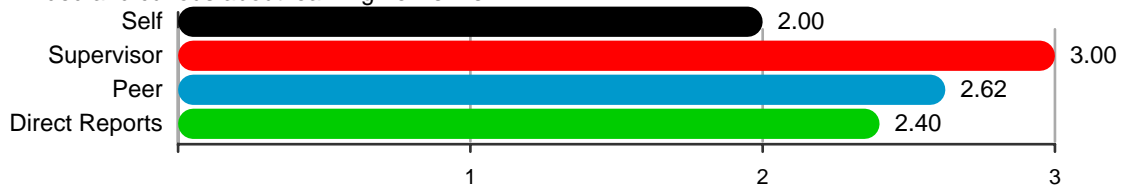
18. Creates an environment that supports personal development and exploration.



19. Enhances value to the company through additional training and development.



20. Is open minded and curious about learning new skills.



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).

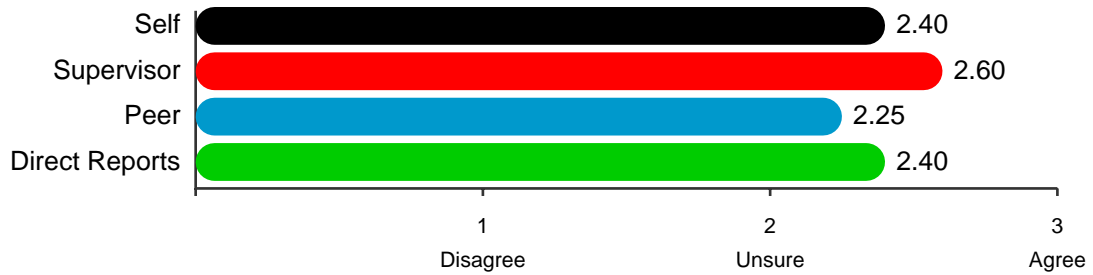
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 16. Will participate in training classes even if offered outside of normal working hours. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |
| 17. Demonstrates through personal behavior the commitment to high standards of performance. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 18. Creates an environment that supports personal development and exploration. | 14 | 2.00 | 14.3 | 14% | 71% | 14% |
| 19. Enhances value to the company through additional training and development. | 14 | 2.21 | 42.9 | 21% | 36% | 43% |
| 20. Is open minded and curious about learning new skills. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- She has been and is a mentor for me.
- She listens to the team.
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- Cannot think of anything

Analytical

Summary Scores



21. Identifies opportunities for progress and innovation.



22. Analyzes issues and reduces them to their component parts.



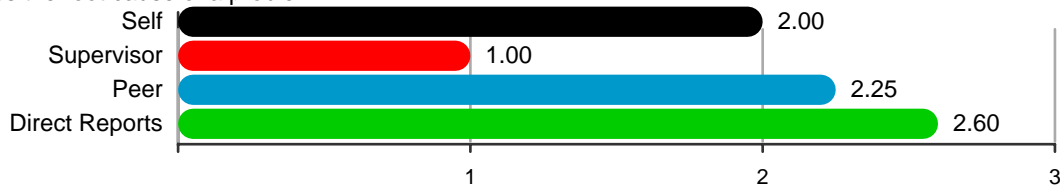
23. Asks the "right" questions to size up or evaluate situations.



24. Uses appropriate techniques to solve problems.



25. Identifies the root cause of a problem.



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).

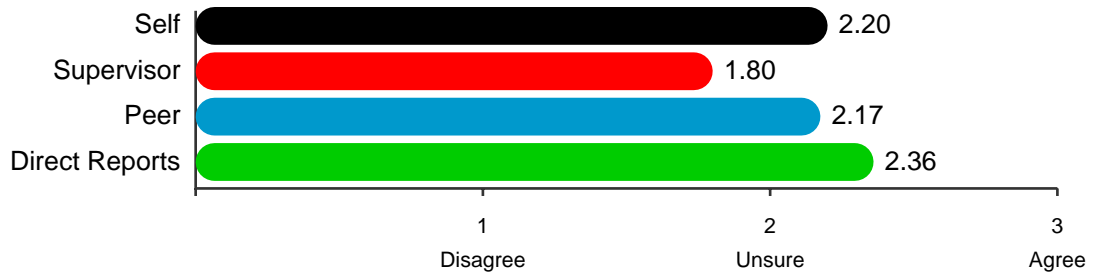
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 21. Identifies opportunities for progress and innovation. | 15 | 2.60 | 66.7 | 7% | 27% | 67% |
| 22. Analyzes issues and reduces them to their component parts. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 23. Asks the "right" questions to size up or evaluate situations. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 24. Uses appropriate techniques to solve problems. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 25. Identifies the root cause of a problem. | 15 | 2.27 | 53.3 | 27% | 20% | 53% |

Comments:

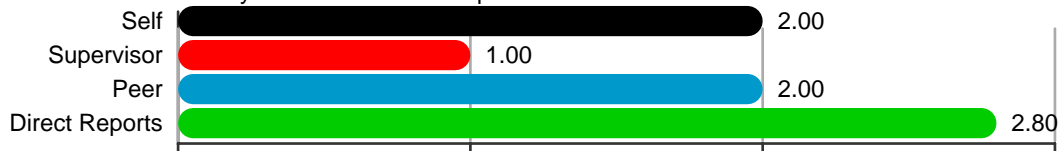
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- she understands where our opportunities for savings in the employee benefits plan may be.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.

Results Oriented

Summary Scores



26. Does not become distracted by non-issues or interruptions.



27. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



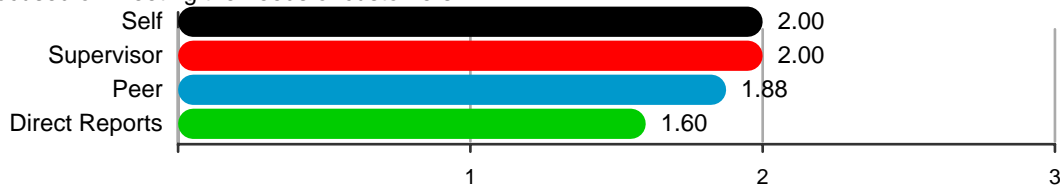
28. Provides clear expectations for employees.



29. Encourages a high-energy, fun work environment and coaches others on how to do the same



30. Stays focused on meeting the needs of customers.



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).

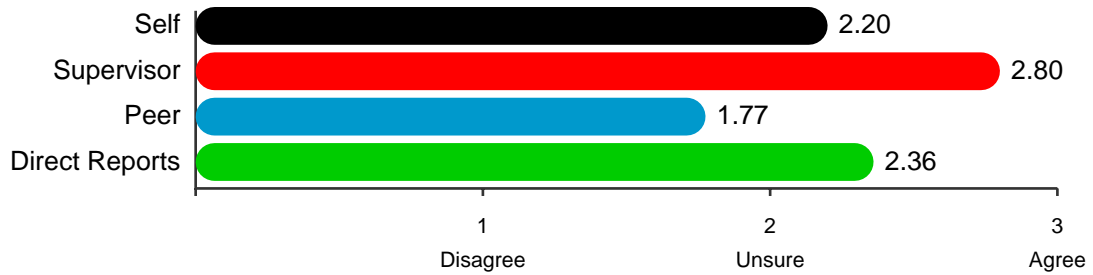
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|--|----|------|------|---------------|-------------|------------|
| 26. Does not become distracted by non-issues or interruptions. | 15 | 2.20 | 33.3 | 13% | 53% | 33% |
| 27. Demonstrates the personal confidence to "stay the course," even when faced with difficulty | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 28. Provides clear expectations for employees. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 29. Encourages a high-energy, fun work environment and coaches others on how to do the same | 15 | 2.60 | 60.0 | | 40% | 60% |
| 30. Stays focused on meeting the needs of customers. | 15 | 1.80 | 13.3 | 33% | 53% | 13% |

Comments:

- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- Her 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 she was looking for.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- Stay focused more on the agenda for meetings.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.

Objectives

Summary Scores



31. Consistently provides me with timely feedback for improving my performance.



32. Effectively organizes resources and plans



33. Assures [Company] principles are understood, employed & pursued.



34. Establishes goals and objectives.



35. Sets long-term and short-term goals.



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).

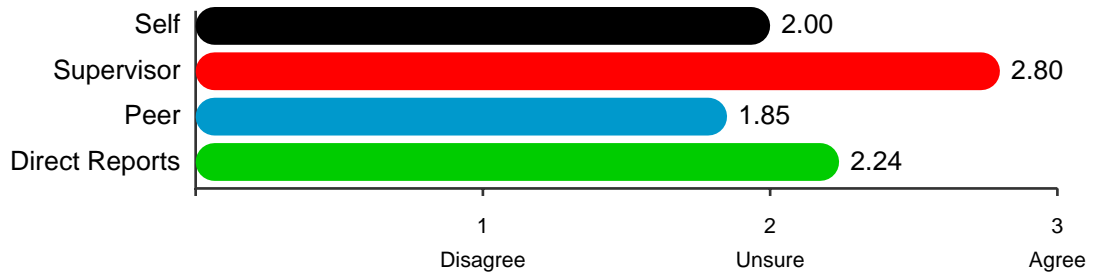
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 31. Consistently provides me with timely feedback for improving my performance. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 32. Effectively organizes resources and plans | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 33. Assures [Company] principles are understood, employed & pursued. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 34. Establishes goals and objectives. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 35. Sets long-term and short-term goals. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |

Comments:

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- Very knowledgeable and always steps up if help is needed.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- Is empathetic, understanding, and dependable.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- She presents a clear picture of where the department is now and where we need to be headed.

Client Focus

Summary Scores



36. Is pro-active in dealing with clients and addressing their needs.



37. Satisfies client needs.



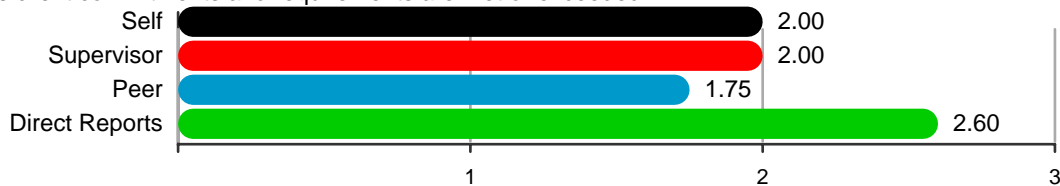
38. Maintains strong relationships with clients.



39. Obtains feedback to ensure client needs are being met.



40. Ensures client commitments and requirements are met or exceeded



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).

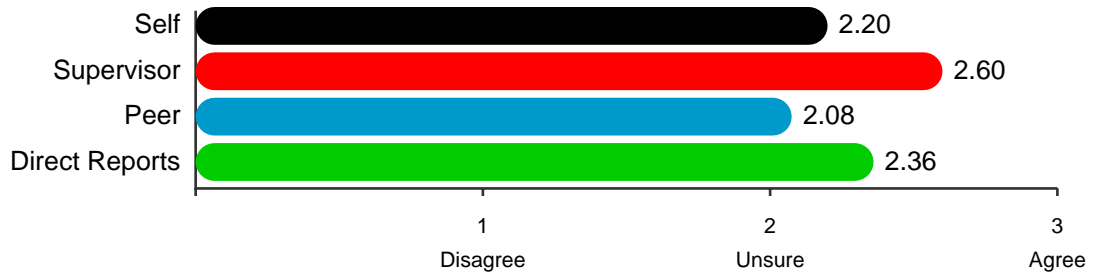
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 36. Is pro-active in dealing with clients and addressing their needs. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |
| 37. Satisfies client needs. | 15 | 1.93 | 13.3 | 20% | 67% | 13% |
| 38. Maintains strong relationships with clients. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 39. Obtains feedback to ensure client needs are being met. | 15 | 2.33 | 33.3 | | 67% | 33% |
| 40. Ensures client commitments and requirements are met or exceeded | 15 | 2.07 | 33.3 | 27% | 40% | 33% |

Comments:

- She challenges me every day to be my best and I appreciate that.
- Is a fantastic source of feedback and growth development.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- She is a team player and willing to help other departments and staff when needed.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.

Customer Focus

Summary Scores



41. ...friendliness and courtesy



42. Ensures all customer commitments and requirements are met or exceeded.



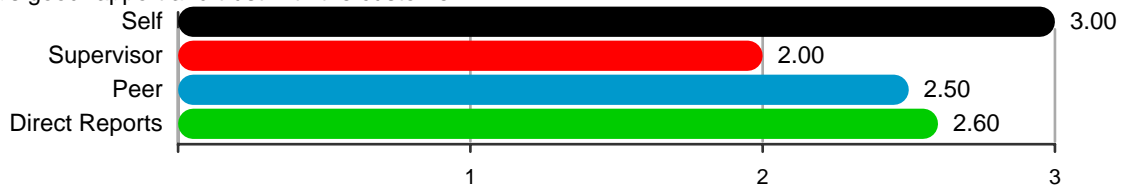
43. Does not hesitate to address customer concerns or complaints.



44. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



45. Develops good rapport and trust with the customer.



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).

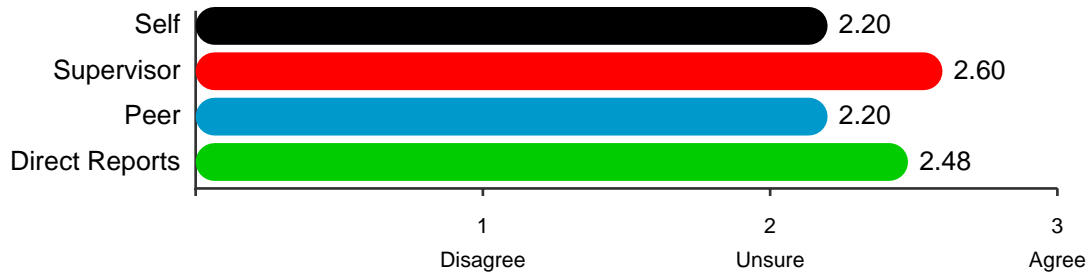
| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 41. ...friendliness and courtesy | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 42. Ensures all customer commitments and requirements are met or exceeded. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 43. Does not hesitate to address customer concerns or complaints. | 15 | 2.20 | 40.0 | 20% | 40% | 40% |
| 44. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met. | 15 | 2.20 | 26.7 | 7% | 67% | 27% |
| 45. Develops good rapport and trust with the customer. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- She can ask a question and truly listen to the answer before giving feedback.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- ___ is a team player and effective in her role.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.

Partnering/Networking

Summary Scores



46. Builds alliances between departments and teams.



47. Creates value within the Company by building networks.



48. Supports a partnering/networking culture.



49. Maintains infrastructure to support partnerships and networks.



50. Develops a sense of trust in subordinates so they can freely interact and share information with 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 |
|--|----|------|------|---------------|-------------|------------|
| 46. Builds alliances between departments and teams. | 15 | 2.27 | 26.7 | | 73% | 27% |
| 47. Creates value within the Company by building networks. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 48. Supports a partnering/networking culture. | 15 | 2.40 | 40.0 | | 60% | 40% |
| 49. Maintains infrastructure to support partnerships and networks. | 15 | 2.47 | 46.7 | | 53% | 47% |
| 50. Develops a sense of trust in subordinates so they can freely interact and share information with others. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |

Comments:

- ___ exemplifies all of the above.
- She sets her expectations high, and delivers a high level of performance herself.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- She has hired good people, and developed strong relationship's with finance.

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?

- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- She is someone that has proven she can be trusted to do what is right.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.

What do you like best about working with this individual?

- she has patience.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.

What do you like least about working with this individual?

- ___ 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.
- I respect ___ and have turned to her for advice.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- ___ is an excellent communicator and is very open and supportive to her staff.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- ___ is a very effective leader and a role model for other leaders.

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

- She has been a great addition to the company.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- ___ is very good a recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contrabutions to the department.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- ___ is great about approaching and including staff input with decision making within the department.

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

- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- By applying vision, strategy and activation in her day to day decisions she aspires us to be the best leaders we can be.
- She provides essential data in order to help explain decisions.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.

Any final comments?

- Manager routinely demonstrates all of the above characteristics, as marked
- She is a very diligent hard worker.
- I enjoy working with ___ very much.
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- She is a high energy individual, with a level of integrity that goes above and beyond.