



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

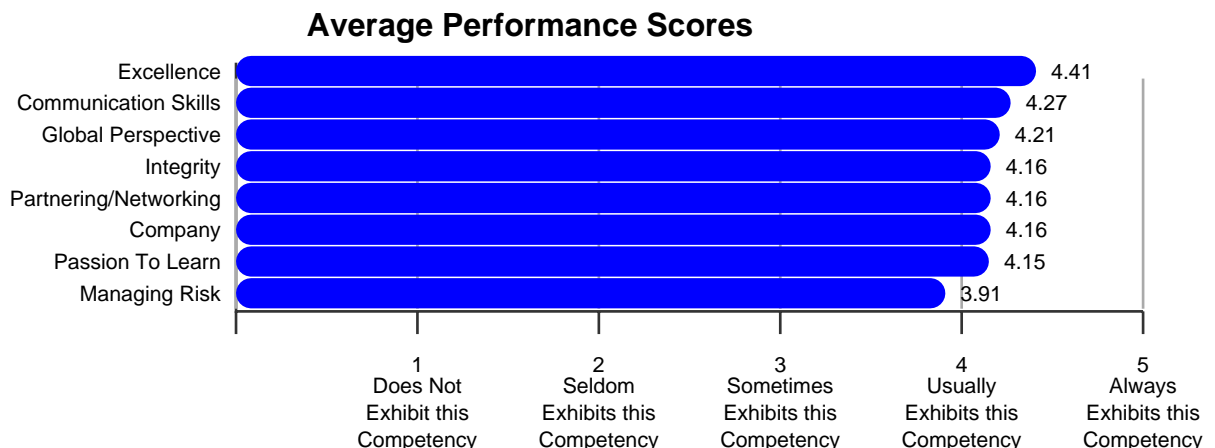
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

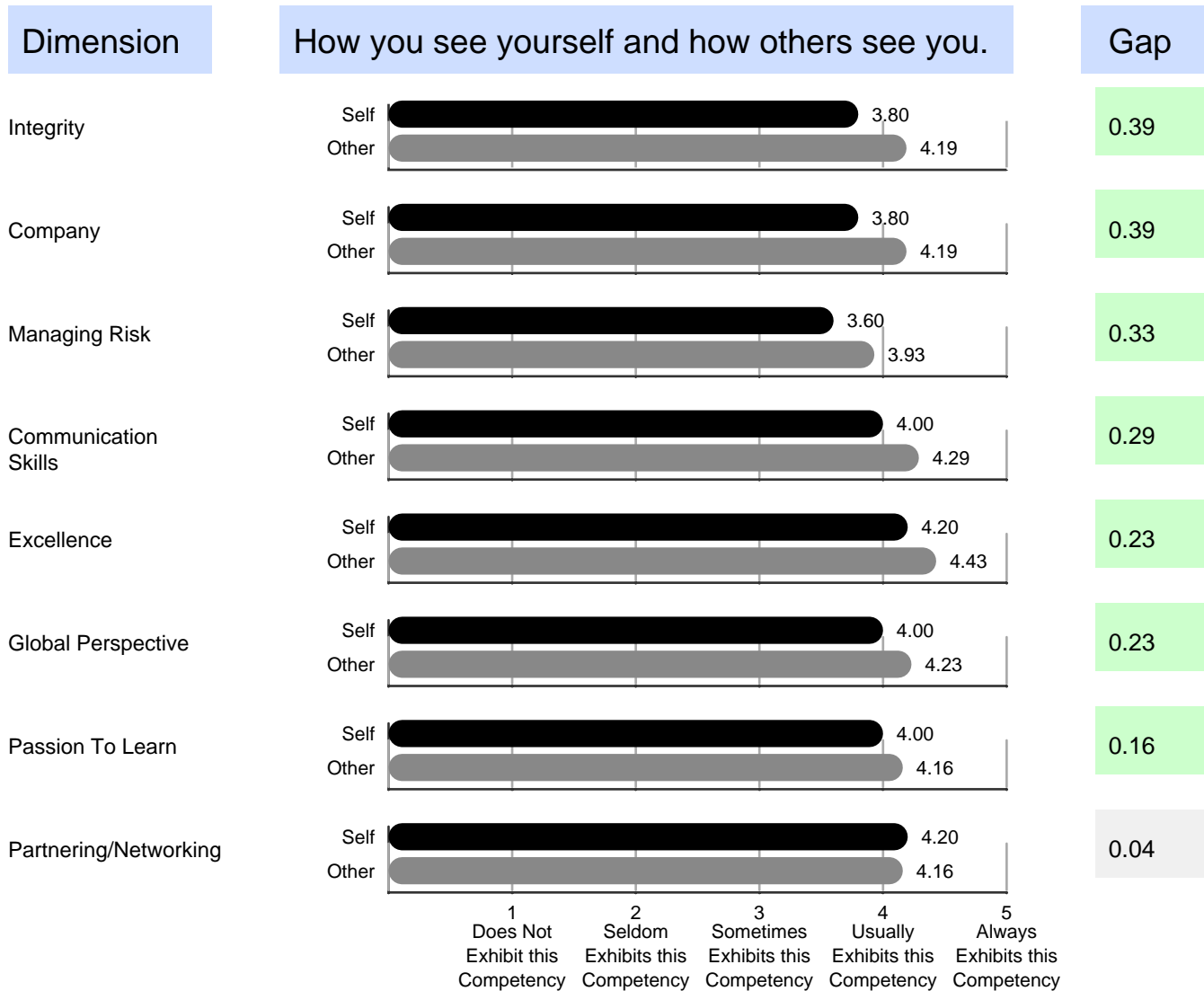
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



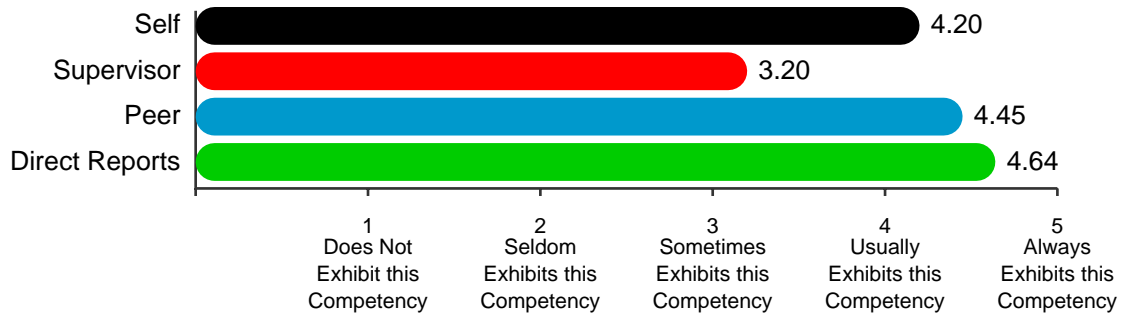
Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Excellence

Summary Scores



1. Produces high quality work.



2. Keeps themselves and others focused on constant improvement.



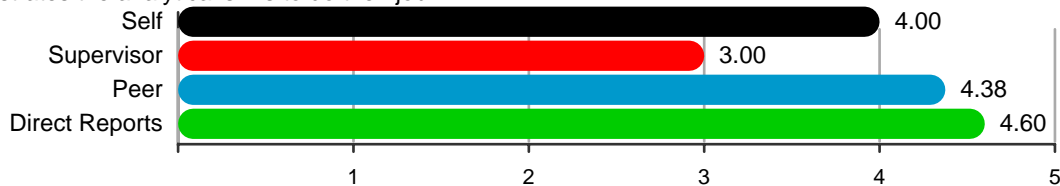
3. Takes a lot of pride in their work.



4. Demonstrates the functional or technical skills necessary to do their job.



5. Demonstrates the analytical skills to do their job.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

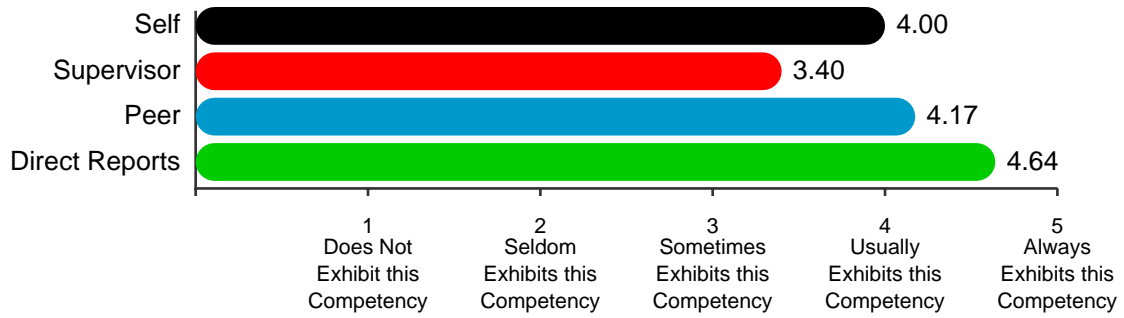
| Item | n | Avg | LOA | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|---|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 1. Produces high quality work. | 15 | 4.20 | 93.3 | 7% | | 67% | | 27% |
| 2. Keeps themselves and others focused on constant improvement. | 15 | 4.87 | 100.0 | 13% | | 87% | | |
| 3. Takes a lot of pride in their work. | 15 | 4.27 | 93.3 | 7% | | 60% | | 33% |
| 4. Demonstrates the functional or technical skills necessary to do their job. | 15 | 4.40 | 86.7 | 13% | 33% | | 53% | |
| 5. Demonstrates the analytical skills to do their job. | 15 | 4.33 | 93.3 | 7% | | 53% | | 40% |

Comments:

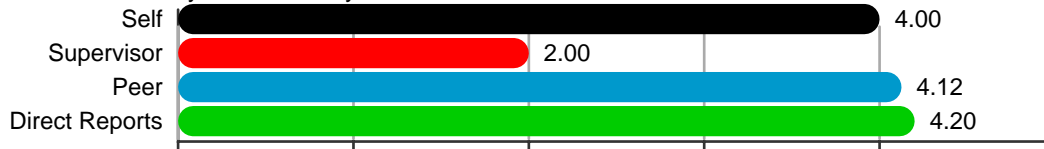
- He can always be counted on to do what he commits to.
- He holds everyone to such a high standard, you don't want to disappoint him.
- Is a fantastic source of feedback and growth development.
- Employees were not encouraged to do anything besides come to work.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.

Communication Skills

Summary Scores



6. Conveys ideas confidently and succinctly.



7. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



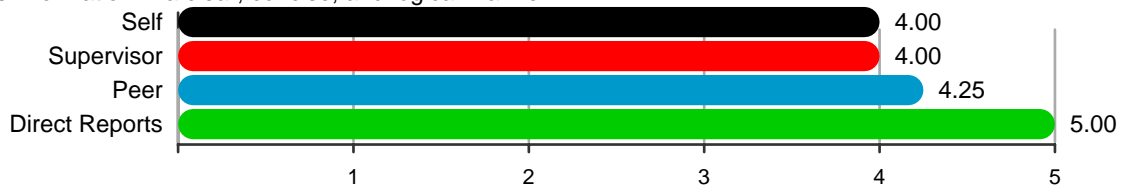
8. Communicates effectively with colleagues and customers



9. Delivers well-prepared, informed, poised and succinct presentations.



10. Delivers information in a clear, concise, and logical manner.



Level of Skill

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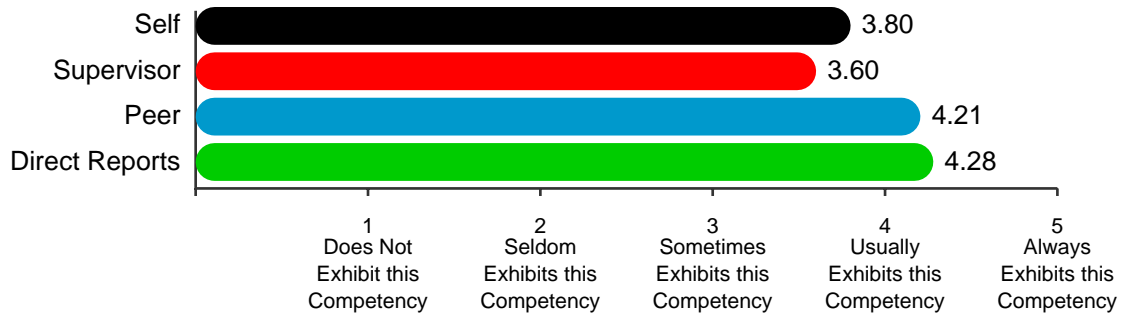
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|---|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 6. Conveys ideas confidently and succinctly. | 15 | 4.00 | 80.0 | 7% | 13% | 53% | 27% | |
| 7. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope) | 15 | 4.07 | 80.0 | | 20% | 53% | 27% | |
| 8. Communicates effectively with colleagues and customers | 15 | 4.33 | 93.3 | 7% | 47% | | 47% | |
| 9. Delivers well-prepared, informed, poised and succinct presentations. | 15 | 4.47 | 93.3 | 7% | 40% | | 53% | |
| 10. Delivers information in a clear, concise, and logical manner. | 15 | 4.47 | 93.3 | 7% | 40% | | 53% | |

Comments:

- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- he has patience.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- 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.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.

Integrity

Summary Scores



11. Fosters a high standard of ethics and integrity.



12. Demonstrates sincerity in actions with others.



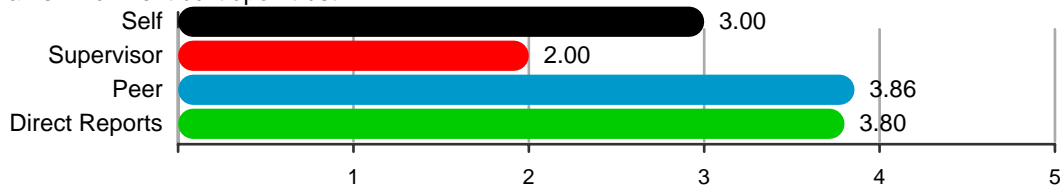
13. Maintains strong relationships with others.



14. Follows tasks to completion.



15. Fosters an environment built upon trust.



Level of Skill

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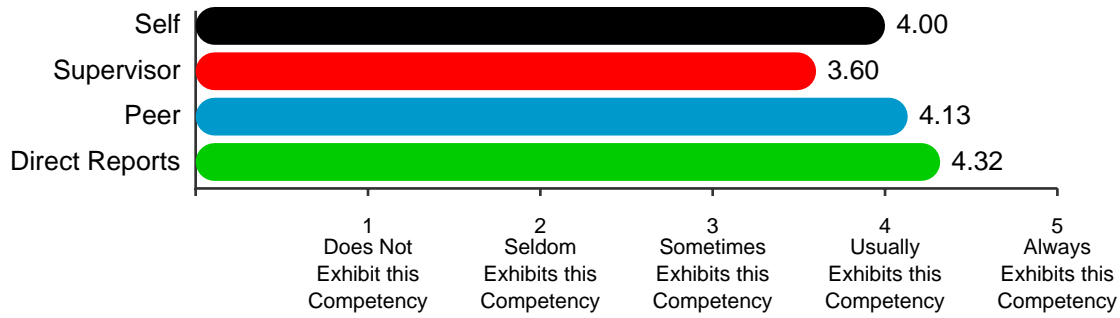
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|--|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 11. Fosters a high standard of ethics and integrity. | 15 | 4.60 | 100.0 | | | 40% | 60% | |
| 12. Demonstrates sincerity in actions with others. | 15 | 4.27 | 100.0 | | | 73% | | 27% |
| 13. Maintains strong relationships with others. | 15 | 4.33 | 100.0 | | | 67% | 33% | |
| 14. Follows tasks to completion. | 15 | 3.93 | 73.3 | 27% | | 53% | | 20% |
| 15. Fosters an environment built upon trust. | 14 | 3.64 | 57.1 | 14% | 29% | | 36% | 21% |

Comments:

- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- he continues to make improvements in core competencies.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- He has a calm demeanor and willingness to help with anything.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.

Passion To Learn

Summary Scores



16. Takes initiative for own learning and development.



17. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



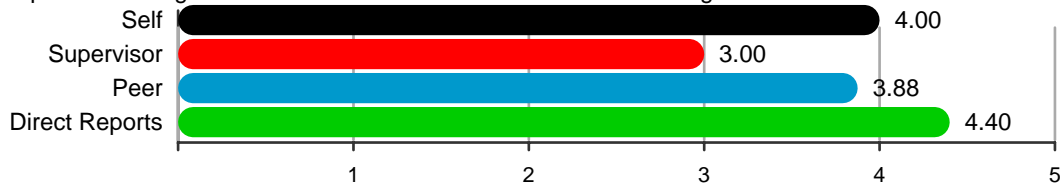
18. Demonstrates a willingness to participate in continuing education courses.



19. Inspires others to learn new things.



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



Level of Skill

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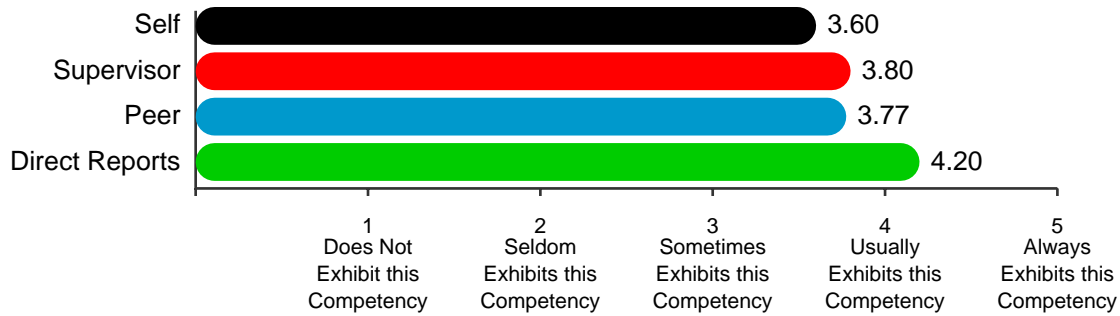
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|---|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 16. Takes initiative for own learning and development. | 15 | 4.33 | 86.7 | 13% | 40% | 47% | | |
| 17. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need. | 15 | 4.27 | 93.3 | 7% | 60% | 33% | | |
| 18. Demonstrates a willingness to participate in continuing education courses. | 14 | 4.00 | 92.9 | 7% | 86% | 7% | | |
| 19. Inspires others to learn new things. | 14 | 4.14 | 85.7 | 7% | 7% | 50% | 36% | |
| 20. Will participate in training classes even if offered outside of normal working hours. | 15 | 4.00 | 66.7 | 7% | 27% | 27% | 40% | |

Comments:

- 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.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- He has an open door policy and is available when needed.
- There is room for improvement in all these elements.
- He communicates well to all staff and we know what is expected of us.
- He is always available to listen, lend a hand, or guide the staff when needed.

Managing Risk

Summary Scores



21. Improves process safety where possible.



22. Offers training to reduce safety incidents in the workplace.



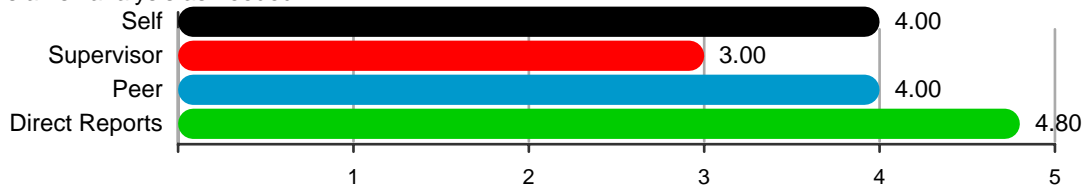
23. Maintains open communication with other departments.



24. Tracks and monitors incidents that may increase the risk of adverse consequences.



25. Performs a risk analysis as needed.



Level of Skill

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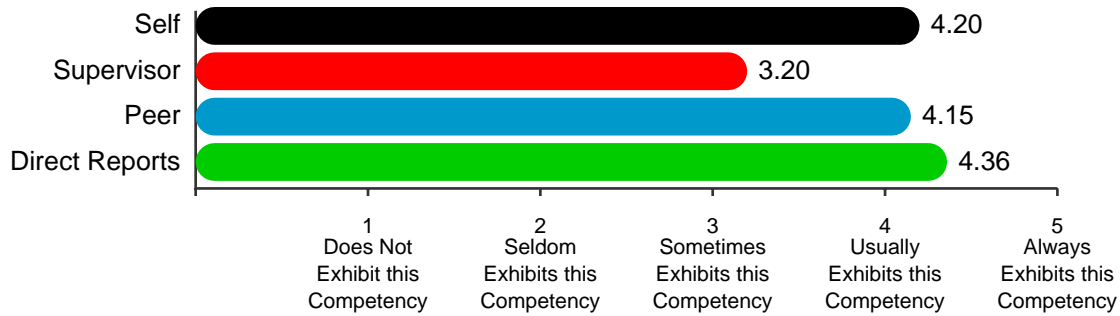
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|---|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 21. Improves process safety where possible. | 15 | 4.00 | 66.7 | 13% | 20% | 20% | 47% | |
| 22. Offers training to reduce safety incidents in the workplace. | 15 | 3.47 | 53.3 | 13% | 33% | 47% | 7% | |
| 23. Maintains open communication with other departments. | 15 | 3.60 | 66.7 | 13% | 20% | 60% | 7% | |
| 24. Tracks and monitors incidents that may increase the risk of adverse consequences. | 15 | 4.27 | 86.7 | 7% | 7% | 40% | 47% | |
| 25. Performs a risk analysis as needed. | 15 | 4.20 | 80.0 | 7% | 13% | 33% | 47% | |

Comments:

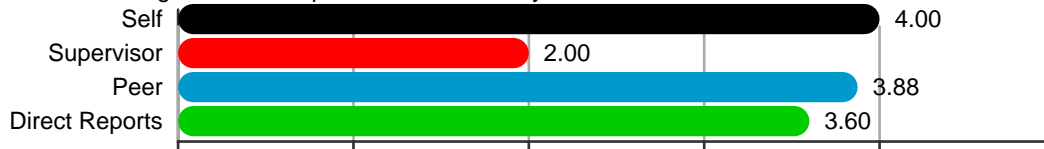
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- He holds everyone to such a high standard, you don't want to disappoint him.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- _____ is a hands on leader in our program.
- _____'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 his strengths and [CompanyName] has not capitalized on them.

Partnering/Networking

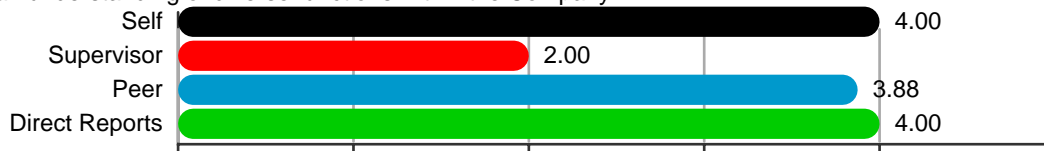
Summary Scores



26. Supports and encourages relationships that are created by diverse team members.



27. Seeks an understanding of diverse functions within the Company.



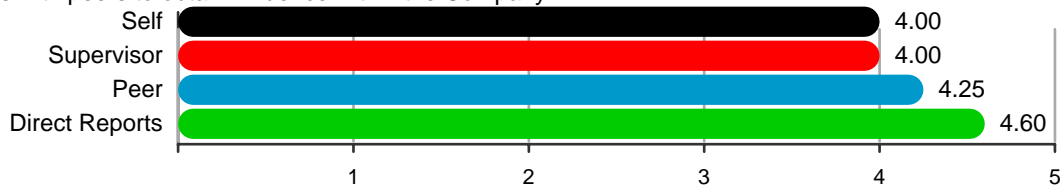
28. Capitalizes on partnerships and networks to enhance the Company's bottom line.



29. Forges mutually beneficial relationships between individuals with diverse backgrounds.



30. Partners with peers to obtain influence within the Company.



Level of Skill

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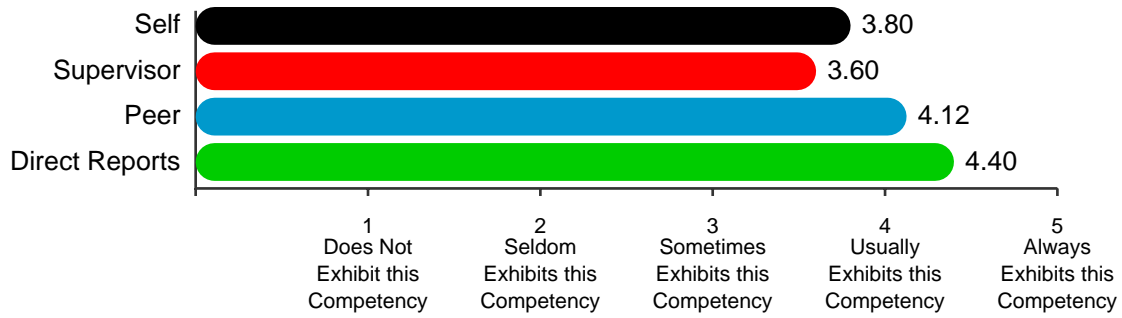
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|--|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 26. Supports and encourages relationships that are created by diverse team members. | 15 | 3.67 | 66.7 | 20% | 13% | 47% | 20% | |
| 27. Seeks an understanding of diverse functions within the Company. | 15 | 3.80 | 73.3 | 20% | 7% | 47% | 27% | |
| 28. Capitalizes on partnerships and networks to enhance the Company's bottom line. | 15 | 4.33 | 86.7 | | 13% | 40% | 47% | |
| 29. Forges mutually beneficial relationships between individuals with diverse backgrounds. | 15 | 4.67 | 100.0 | | | 33% | 67% | |
| 30. Partners with peers to obtain influence within the Company. | 15 | 4.33 | 100.0 | | | 67% | 33% | |

Comments:

- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- He is open to feedback and actively tries to improve.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- I appreciate his dedication to the department employees.

Company

Summary Scores



31. Understands the use of [Company] products and services.



32. Expresses loyalty and dedication to [Company] in interactions with others.



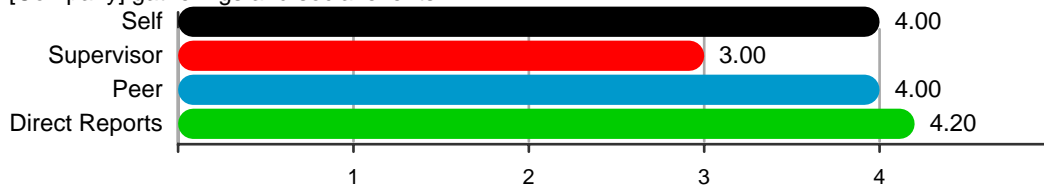
33. Understands how decisions impact other business units beyond their immediate department of work group.



34. Follows existing procedures and processes.



35. Attends [Company] gatherings and social events.



Level of Skill

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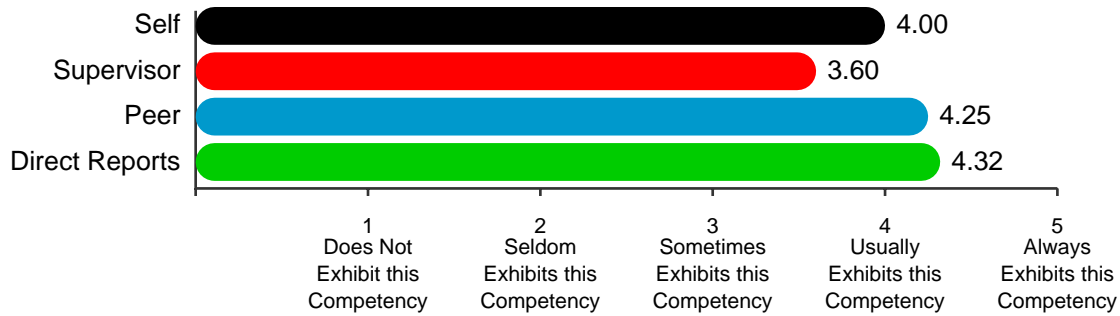
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|--|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 31. Understands the use of [Company] products and services. | 15 | 4.07 | 80.0 | 20% | | 53% | | 27% |
| 32. Expresses loyalty and dedication to [Company] in interactions with others. | 15 | 4.47 | 100.0 | | 53% | | 47% | |
| 33. Understands how decisions impact other business units beyond their immediate department of work group. | 15 | 4.13 | 80.0 | 20% | | 47% | | 33% |
| 34. Follows existing procedures and processes. | 15 | 4.13 | 86.7 | 13% | | 60% | | 27% |
| 35. Attends [Company] gatherings and social events. | 15 | 4.00 | 80.0 | 20% | | 60% | | 20% |

Comments:

- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- _____ exceeds in above in all he does.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ is a true asset to [CompanyName].

Global Perspective

Summary Scores



36. Understands global systems such as the global economy.



37. Exemplifies the skills of a global worker.



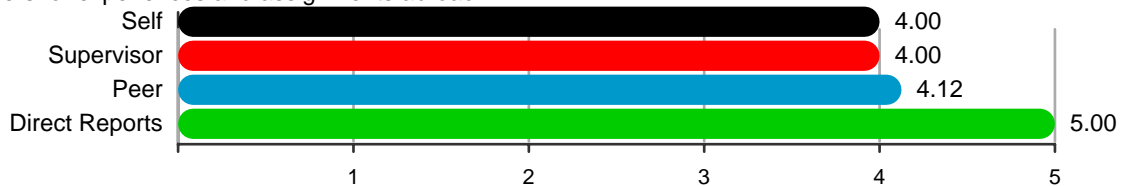
38. Creates an environment where individual differences are valued and supported.



39. Is aware of the culture, behaviors, identities and beliefs of others.



40. Volunteers for experiences and assignments abroad.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

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|---|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 36. Understands global systems such as the global economy. | 15 | 4.33 | 100.0 | | | 67% | | 33% |
| 37. Exemplifies the skills of a global worker. | 15 | 3.93 | 80.0 | 13% | 7% | | 53% | 27% |
| 38. Creates an environment where individual differences are valued and supported. | 15 | 4.27 | 86.7 | | 13% | | 47% | 40% |
| 39. Is aware of the culture, behaviors, identities and beliefs of others. | 15 | 4.13 | 86.7 | | 13% | | 60% | 27% |
| 40. Volunteers for experiences and assignments abroad. | 15 | 4.40 | 93.3 | | 7% | | 47% | 47% |

Comments:

- He 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.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ is very responsive and provides great support service.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.

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 a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- _____ is a great manager. Very supportive of his staff.
- He is decisive about budgets, emergency preparedness, and safety.

What do you like best about working with this individual?

- He has been influential in our focus on the future.
- _____ is an impressive performer.
- I enjoy working with _____ very much.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- He could improve with a take charge attitude.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.

What do you like least about working with this individual?

- He is continually looking for ways to improve our service to our customers.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- _____ does a great job of keeping the lines of communication and this is appreciated.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.

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

- He is well respected by his peers and it is clear to see why.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- He collaborates with all departments and operates under shared governance.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- I have been most impressed by _____ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from _____.

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

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- He can always be counted on to do what he commits to.

Any final comments?

- He is open to feedback and actively tries to improve.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- I appreciate how _____ guides, supports, and direct staff.
- Timely follow through.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.