



---

Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

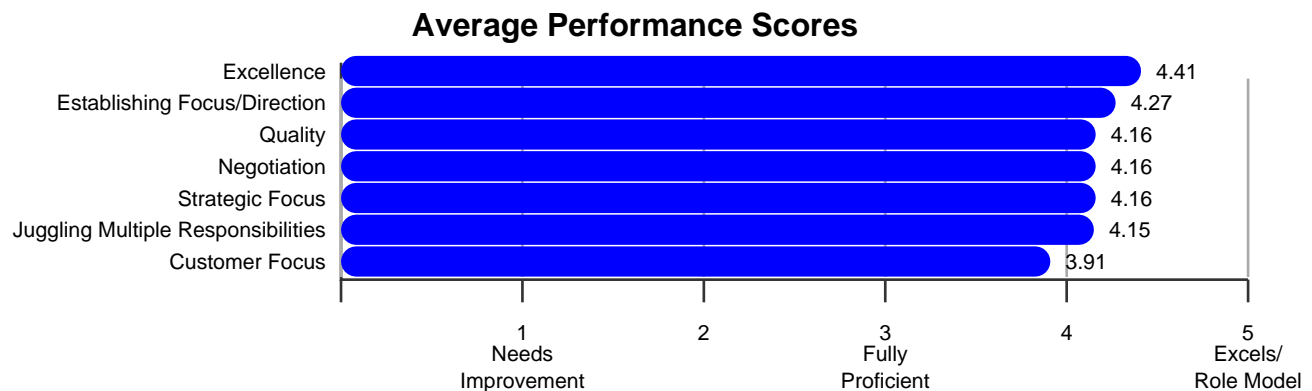
## What to Do with Your Feedback

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

# Summary

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

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



# Gap Analysis

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



# Excellence

## Summary Scores



1. You produce high quality work.



2. You keep yourself and others focused on constant improvement.



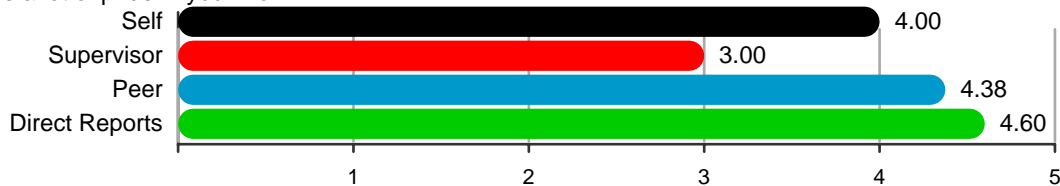
3. You are planful and organized.



4. You can be counted on to add value wherever you are involved.



5. You take a lot of pride in your work.



## 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. You produce high quality work.	15	4.20	93.3	7%	67%	27%
2. You keep yourself and others focused on constant improvement.	15	4.87	100.0	13%	87%	
3. You are planful and organized.	15	4.27	93.3	7%	60%	33%
4. You can be counted on to add value wherever you are involved.	15	4.40	86.7	13%	33%	53%
5. You take a lot of pride in your work.	15	4.33	93.3	7%	53%	40%

### Comments:

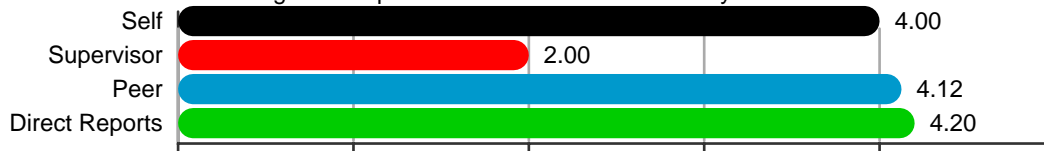
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- I feel confident as if he treats us all as equals.
- \_\_\_\_\_ is very supportive and knows his area of expertise. He is a pleasure to work with.
- It's been great working with him.
- \_\_\_\_\_ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- \_\_\_\_\_ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. \_\_\_\_\_ has shown marked improvement in being present when needed in the department.

# Establishing Focus/Direction

## Summary Scores



6. You maintain focus when handling several problems or tasks simultaneously.



7. You stay focused even when under pressure and stress.



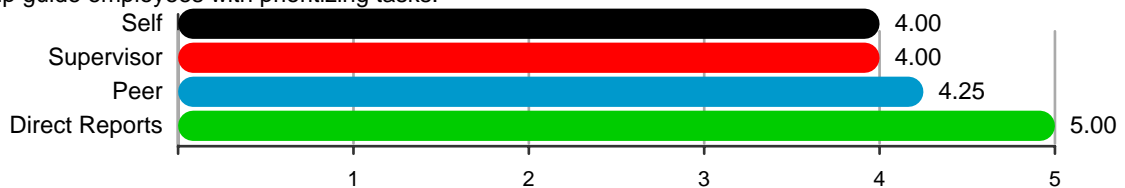
8. You make sure that employees understand and identify with the team's mission.



9. You set appropriate goals for employees.



10. You help guide employees with prioritizing tasks.



## 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. You maintain focus when handling several problems or tasks simultaneously.	15	4.00	80.0	7%	13%	53%	27%
7. You stay focused even when under pressure and stress.	15	4.07	80.0		20%	53%	27%
8. You make sure that employees understand and identify with the team's mission.	15	4.33	93.3	7%		47%	47%
9. You set appropriate goals for employees.	15	4.47	93.3	7%		40%	53%
10. You help guide employees with prioritizing tasks.	15	4.47	93.3	7%		40%	53%

### Comments:

- Seek feedback from everyone at least once a month to assist in growing relationship.
- I appreciate \_\_\_\_\_'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- \_\_\_\_\_ applied his strong analytical skills to problem solving.
- Seek and provide critical feedback.
- \_\_\_\_\_ is a hands on leader in our program.
- \_\_\_\_\_ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.

# Quality

## Summary Scores



11. You encourage others to achieve high quality standards.



12. You hold employees accountable for your quality of work.



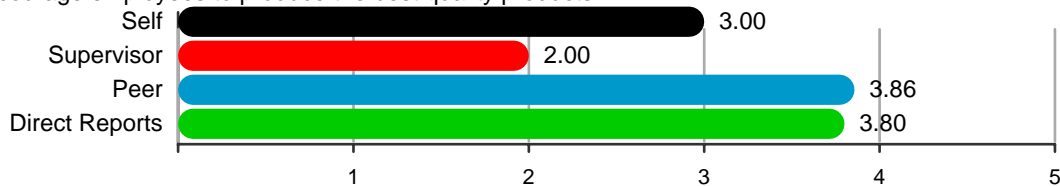
13. You analyze what occurred and re-adjusts accordingly when goals are not met.



14. You reflect on what is working and what could be improved.



15. You encourage employees to produce the best quality products.





## 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).

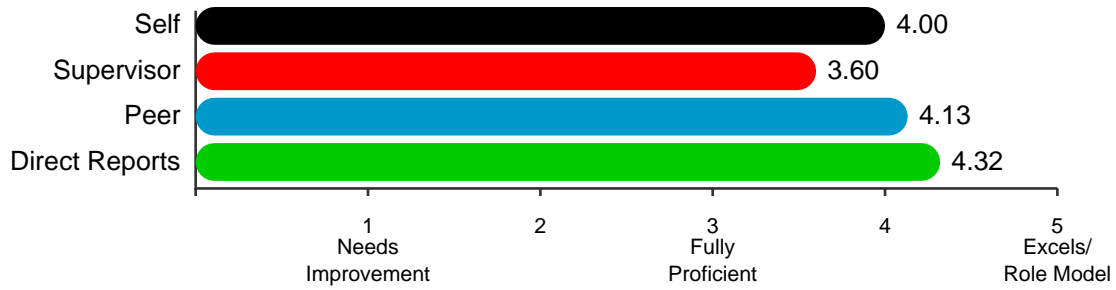
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. You encourage others to achieve high quality standards.	15	4.60	100.0	40%	60%	
12. You hold employees accountable for your quality of work.	15	4.27	100.0	73%	27%	
13. You analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.33	100.0	67%	33%	
14. You reflect on what is working and what could be improved.	15	3.93	73.3	27%	53%	20%
15. You encourage employees to produce the best quality products.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- I think \_\_\_\_\_ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- He communicates clearly, and is always willing to listen attentively.

# Juggling Multiple Responsibilities

## Summary Scores



16. You use a scheduler/planner to keep tasks organized and on time.



17. You plan and organize continuously while performing all other responsibilities and activities.



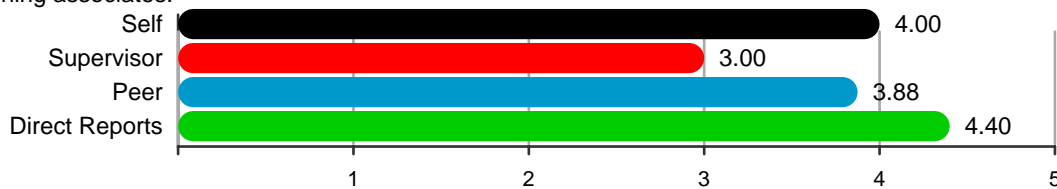
18. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.



19. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.



20. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.



## 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).

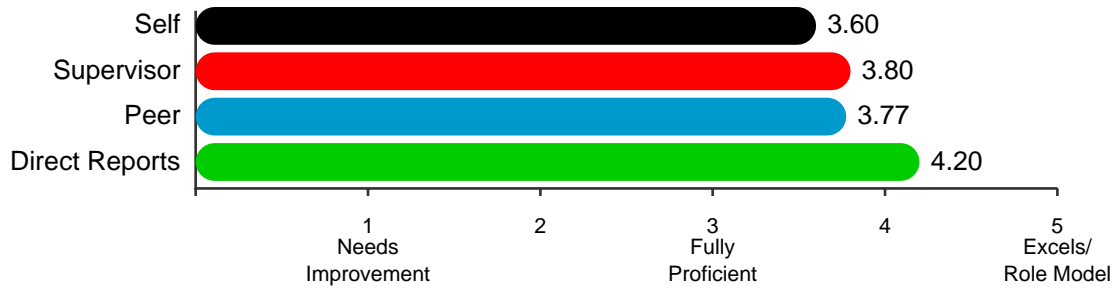
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. You use a scheduler/planner to keep tasks organized and on time.	15	4.33	86.7	13%	40%	47%	
17. You plan and organize continuously while performing all other responsibilities and activities.	15	4.27	93.3	7%	60%	33%	
18. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	14	4.00	92.9	7%	86%	7%	
19. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	14	4.14	85.7	7%	7%	50%	36%
20. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- As I have indicated above, \_\_\_\_\_ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate \_\_\_\_\_'s engagement since last month and I am hopeful that he will grow in his leadership role.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- \_\_\_\_\_ 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.
- Take charge without being pushed to do so.
- Does well in most technical skills and is willing to learn anything that is new
- \_\_\_\_\_ routinely goes out of his way to make work a more engaging experience.

# Customer Focus

## Summary Scores



21. You maintain positive customer relationships.



22. You consistently model positive customer service attitudes.



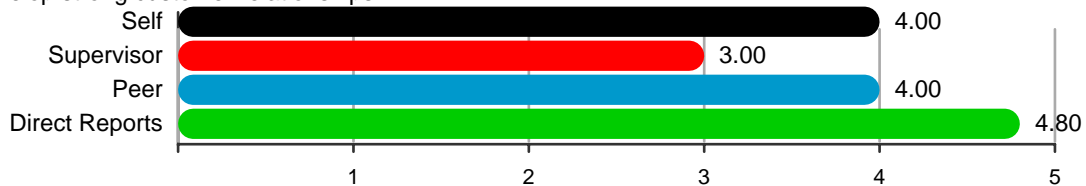
23. You develop good rapport and trust with the customer.



24. You consider customers point of view when making decisions.



25. You develop strong customer relationships.



## 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).

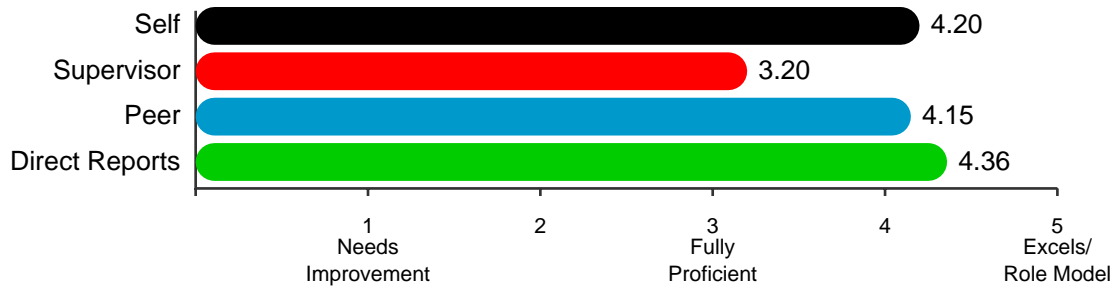
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. You maintain positive customer relationships.	15	4.00	66.7	13%	20%	20%	47%	
22. You consistently model positive customer service attitudes.	15	3.47	53.3	13%	33%	47%	7%	
23. You develop good rapport and trust with the customer.	15	3.60	66.7	13%	20%	60%	7%	
24. You consider customers point of view when making decisions.	15	4.27	86.7	7%	7%	40%	47%	
25. You develop strong customer relationships.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

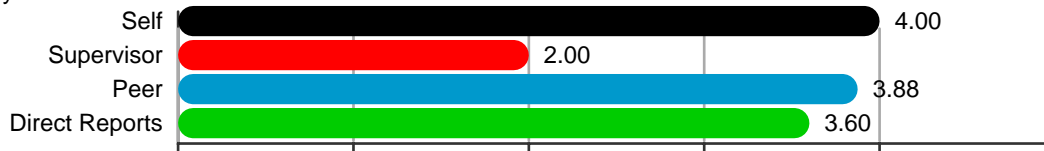
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- His professionalism is beyond reproach and he is fair and just.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- \_\_\_\_\_'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.

# Negotiation

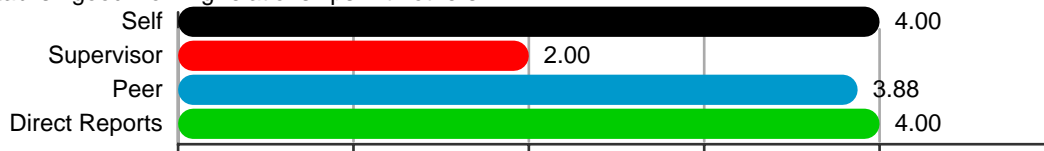
## Summary Scores



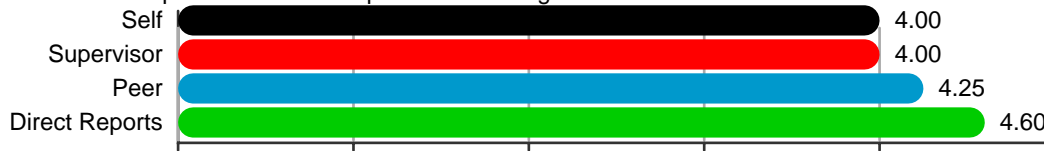
26. You stay calm and focus on the core issues to be discussed.



27. You establish good working relationships with others.



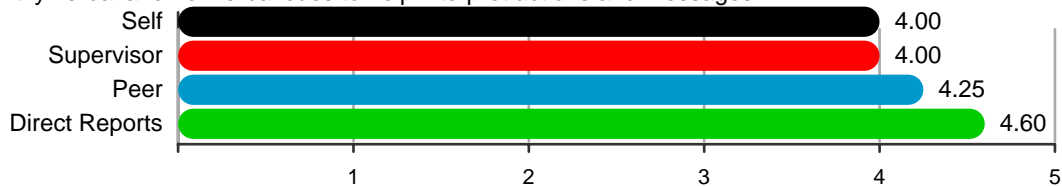
28. You understand the expectations of other parties in the negotiation.



29. You are able to clearly express thoughts and concerns.



30. You identify verbal and nonverbal cues to help interpret actions and messages.



## 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).

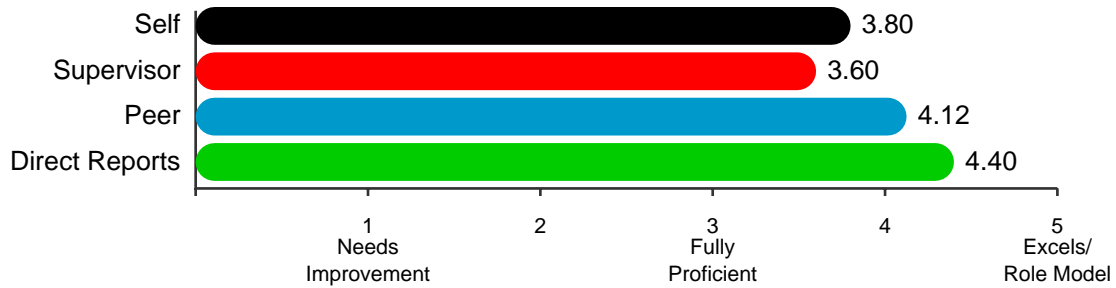
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. You stay calm and focus on the core issues to be discussed.	15	3.67	66.7	20%	13%	47%		20%
27. You establish good working relationships with others.	15	3.80	73.3	20%	7%	47%		27%
28. You understand the expectations of other parties in the negotiation.	15	4.33	86.7		13%	40%		47%
29. You are able to clearly express thoughts and concerns.	15	4.67	100.0			33%		67%
30. You identify verbal and nonverbal cues to help interpret actions and messages.	15	4.33	100.0			67%		33%

### Comments:

- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- I have only recently started working with \_\_\_\_\_ and therefore do not have comments on some items, but regarding the projects I have worked with \_\_\_\_\_ on to date the above applies.
- He is a strong leader complemented with sound judgement
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- He consistently helps us in problem solving a variety of issues.

# Strategic Focus

## Summary Scores



31. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.



32. You understand your role within the organization.



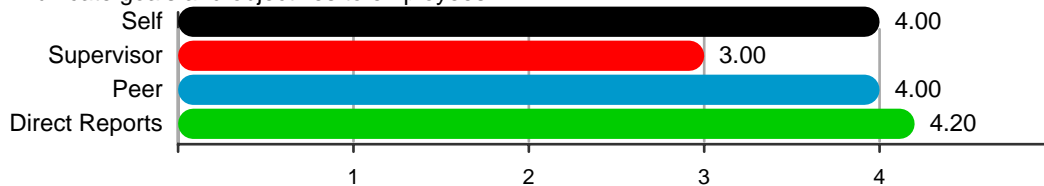
33. You look for opportunities to enhance contributions to the bottom line.



34. You focus attention on treating the causes of problems rather than simply addressing the symptoms.



35. You communicate goals and objectives to 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
31. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	4.07	80.0	20%	53%	27%
32. You understand your role within the organization.	15	4.47	100.0		53%	47%
33. You look for opportunities to enhance contributions to the bottom line.	15	4.13	80.0	20%	47%	33%
34. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	15	4.13	86.7	13%	60%	27%
35. You communicate goals and objectives to employees.	15	4.00	80.0	20%	60%	20%

### Comments:

- Willingness to pitch in, desire to grow, and a great attitude.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- \_\_\_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- \_\_\_\_\_ 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.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.

## 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 wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- Uses his people skills to change negative situations into positive.
- He has been a great addition to the company.
- I appreciate that \_\_\_\_\_ reaches out to communicate expected changes and organizational impact.
- \_\_\_\_\_ knows his work and knows the facility very well. \_\_\_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.

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

- \_\_\_\_\_ is an excellent manager.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- He communicates clearly, and is always willing to listen attentively.
- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

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

- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- \_\_\_\_\_ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- It has been a wonderful having \_\_\_\_\_ as our manager so far, the future looks brighter!
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_\_\_ can.
- I really enjoy working with \_\_\_\_\_ and I respect his as a leader and role model.
- \_\_\_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.

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

- \_\_\_\_\_ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- He is a real advocate for the customers. Excellent department and computer skills
- \_\_\_\_\_ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- He is eager to learn and eager to share knowledge.
- He can always be counted on to do what he commits to.
- \_\_\_\_\_ is a strong leader & mentor.

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

- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- 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.
- I have observed that \_\_\_\_\_ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- I enjoy working with \_\_\_\_\_ and look forward to future opportunities for collaboration.

### Any final comments?

- The work \_\_\_\_\_ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- \_\_\_\_\_ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- \_\_\_\_\_ is a definite asset to the organization. He is a creative thinker and a strong leader.
- \_\_\_\_\_ has done a great job of continuing to grow and refine the service lines.
- \_\_\_\_\_ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- I have not observed \_\_\_\_\_'s interaction with the members of his team. \_\_\_\_\_ consistently communicates openly in my interactions with him.