



---

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.

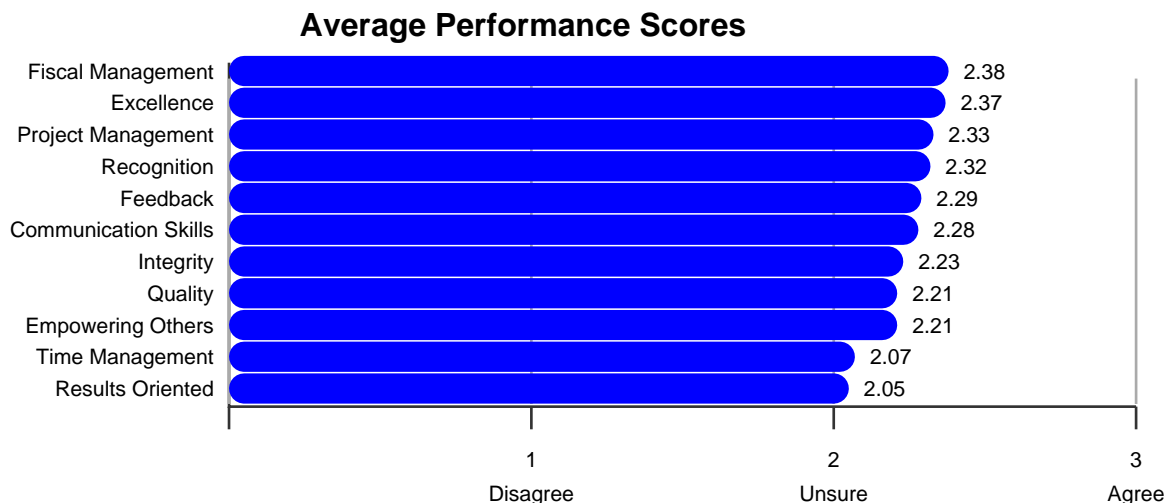
## What to Do with Your Feedback

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 11 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.



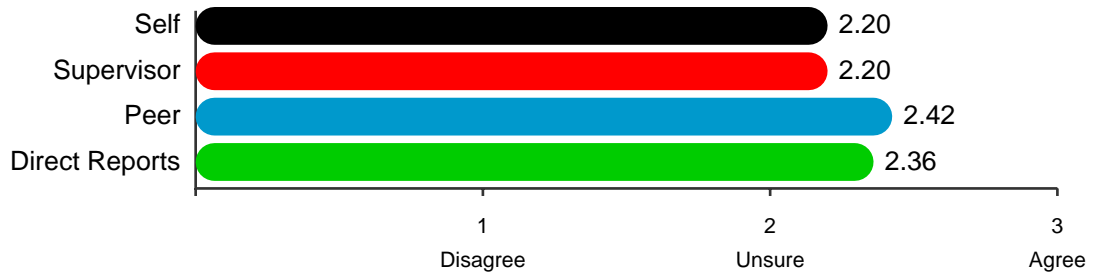
## Gap Analysis

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

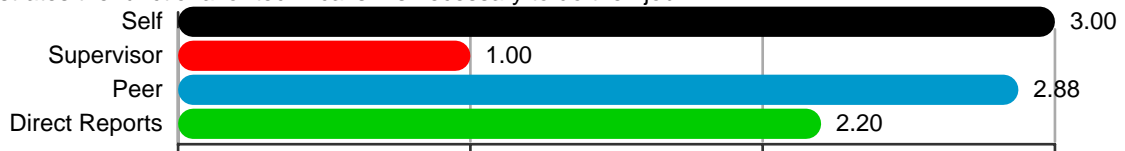
## Summary Scores



### 1. Demonstrates the analytical skills to do their job.



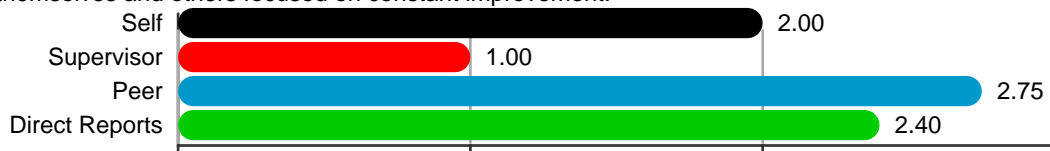
### 2. Demonstrates the functional or technical skills necessary to do their job.



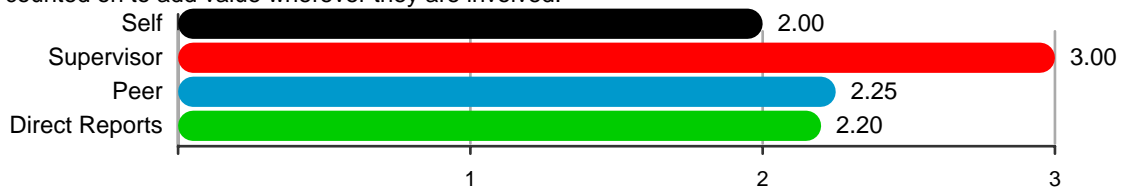
### 3. Takes a lot of pride in their work.



### 4. Keeps themselves and others focused on constant improvement.



### 5. Can be counted on to add value wherever they are involved.



## 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. Demonstrates the analytical skills to do their job.	15	2.27	33.3	7%	60%	33%
2. Demonstrates the functional or technical skills necessary to do their job.	15	2.53	73.3	20%	7%	73%
3. Takes a lot of pride in their work.	15	2.33	40.0	7%	53%	40%
4. Keeps themselves and others focused on constant improvement.	15	2.47	53.3	7%	40%	53%
5. Can be counted on to add value wherever they are involved.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- \_\_\_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- He has a vast storehouse of knowledge about the facility and our policies.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_\_\_ is trying to communicate with them, I also understand why \_\_\_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_\_\_ does a good job.

# Communication Skills

## Summary Scores



6. Gives clear and convincing presentations.



7. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



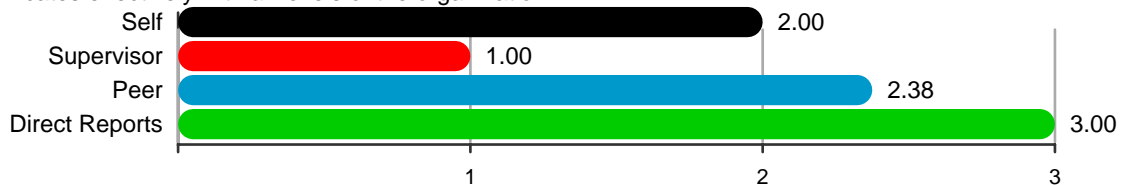
8. Able to demonstrate persuasiveness in pursuit of objectives.



9. Presents issues, ideas, and strategy concisely and clearly.



10. Communicates effectively with all levels of the organization.



## 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. Gives clear and convincing presentations.	15	2.13	33.3	20%	47%	33%
7. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	2.07	26.7	20%	53%	27%
8. Able to demonstrate persuasiveness in pursuit of objectives.	15	2.33	40.0	7%	53%	40%
9. Presents issues, ideas, and strategy concisely and clearly.	15	2.40	53.3	13%	33%	53%
10. Communicates effectively with all levels of the organization.	15	2.47	60.0	13%	27%	60%

### Comments:

- Experience, mentoring and self-confidence.
- he has patience.
- He is both the manager and the interim director for the service line.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (\_\_\_\_\_) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- \_\_\_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.

# Integrity

## Summary Scores



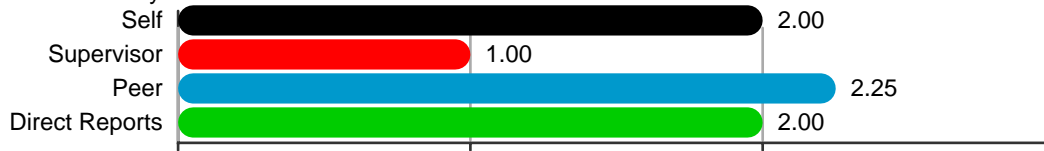
### 11. Protects the integrity and confidentiality of information



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



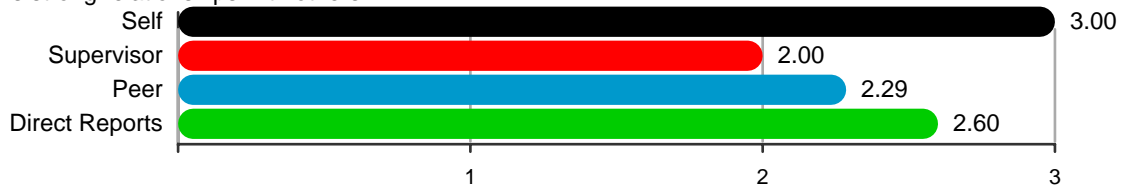
### 13. Demonstrates honesty and truthfulness at all times.



### 14. Demonstrates sincerity in actions with others.



### 15. Maintains strong relationships 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).

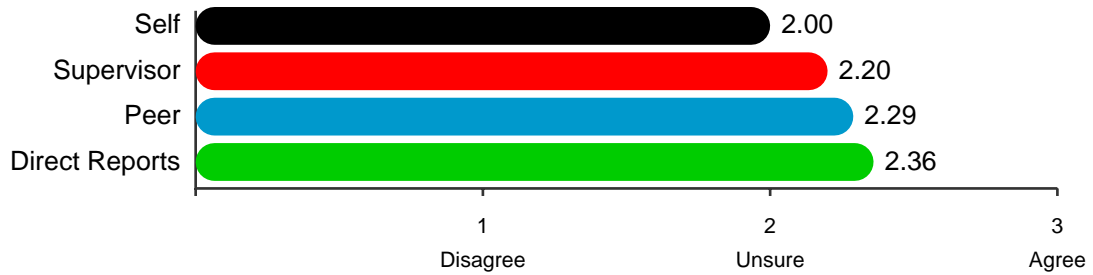
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Protects the integrity and confidentiality of information	15	2.33	40.0	7%	53%	40%
12. Fosters a high standard of ethics and integrity.	15	2.07	20.0	13%	67%	20%
13. Demonstrates honesty and truthfulness at all times.	15	2.07	26.7	20%	53%	27%
14. Demonstrates sincerity in actions with others.	15	2.27	40.0	13%	47%	40%
15. Maintains strong relationships with others.	14	2.43	50.0	7%	43%	50%

### Comments:

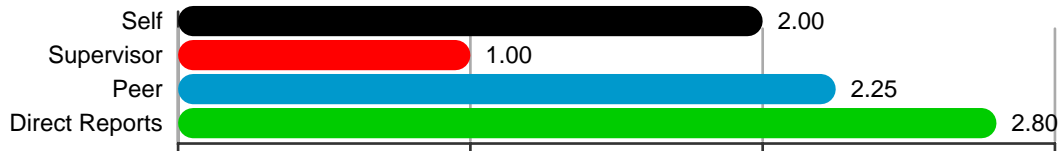
- I believe \_\_\_\_\_ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- He has hired good people, and developed strong relationship's with finance.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- \_\_\_\_\_ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- I think staff would respect \_\_\_\_\_ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.

# Feedback

## Summary Scores



### 16. Actively seeks feedback from others.



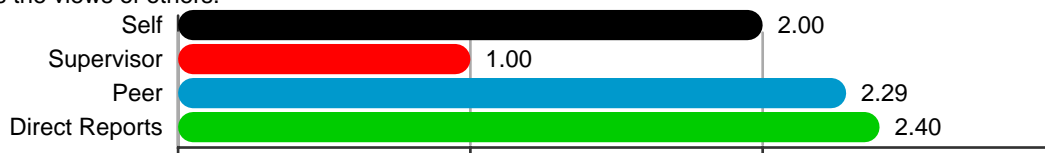
### 17. Asks others for their ideas and opinions.



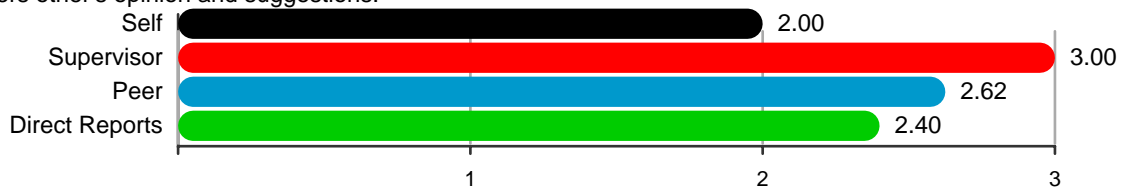
### 18. Seeks feedback to enhance performance.



### 19. Accepts the views of others.



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



## 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. Actively seeks feedback from others.	15	2.33	46.7	13%	40%	47%
17. Asks others for their ideas and opinions.	15	2.33	40.0	7%	53%	40%
18. Seeks feedback to enhance performance.	14	2.00	14.3	14%	71%	14%
19. Accepts the views of others.	14	2.21	42.9	21%	36%	43%
20. Considers other's opinion and suggestions.	15	2.53	60.0	7%	33%	60%

### Comments:

- Norm made an excellent choice by selecting \_\_\_\_\_ to lead [CompanyName].
- I would recommend that \_\_\_\_\_ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- Has the experience needed.
- \_\_\_\_\_ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- \_\_\_\_\_ is a very positive addition to our Management team.
- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.

# Project Management

## Summary Scores



21. Organizes, plans, and directs resources to accomplish the goals and objectives.



22. Develops action items, workplans, timelines, and criteria for projects.



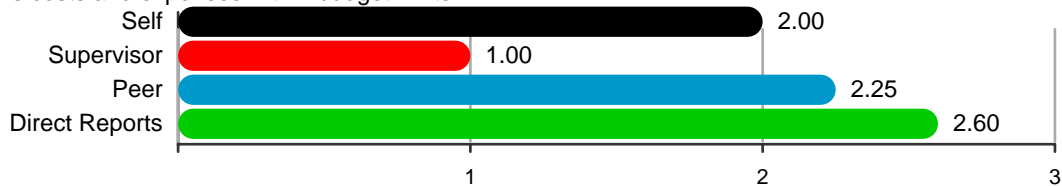
23. Inspires others to accomplish goals and objectives.



24. Able to adjust project schedule as needed to accommodate unforeseen issues.



25. Maintains costs and expenses within budget limits.



## 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. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	2.60	66.7	7%	27%	67%
22. Develops action items, workplans, timelines, and criteria for projects.	15	2.33	40.0	7%	53%	40%
23. Inspires others to accomplish goals and objectives.	15	2.07	20.0	13%	67%	20%
24. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.40	53.3	13%	33%	53%
25. Maintains costs and expenses within budget limits.	15	2.27	53.3	27%	20%	53%

### Comments:

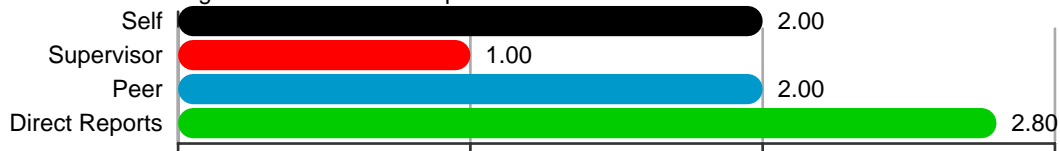
- He sets a good example for personal growth.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- He couldn't be more engaged if he tried.
- \_\_\_\_\_ is a strong advocate for both the customer and staff.
- \_\_\_\_\_ is a great team player for our organization as a whole and for the Department itself.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).

# Quality

## Summary Scores



26. Reflects on what is working and what could be improved.



27. Always strives to produce the highest quality work products.



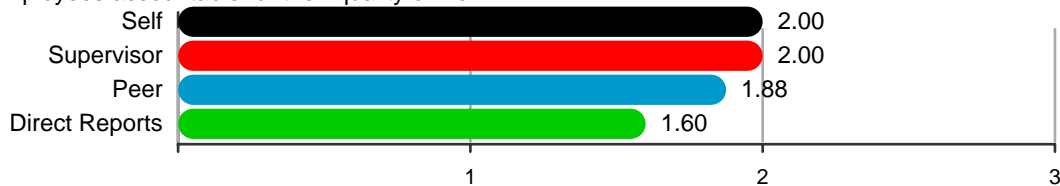
28. Analyze what occurred and re-adjusts accordingly when goals are not met.



29. Encourages others to produce the highest quality work products.



30. Holds employees accountable for their quality of 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 (Disagree) to green (Agree).

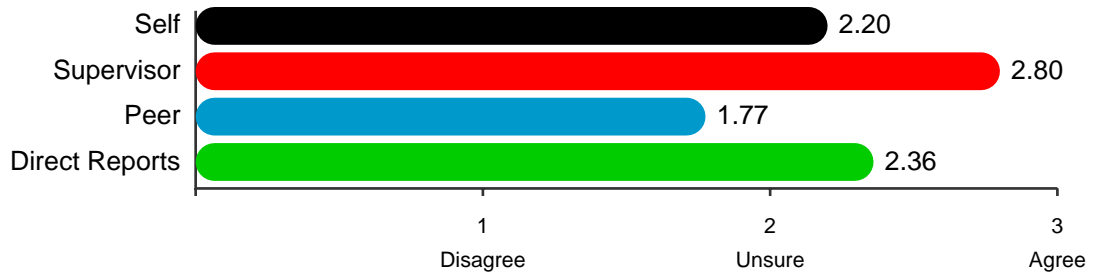
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Reflects on what is working and what could be improved.	15	2.20	33.3	13%	53%	33%
27. Always strives to produce the highest quality work products.	15	2.00	26.7	27%	47%	27%
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.47	53.3	7%	40%	53%
29. Encourages others to produce the highest quality work products.	15	2.60	60.0		40%	60%
30. Holds employees accountable for their quality of work.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_\_\_ takes people where they want to go and pushes them to be their own success.
- I value and appreciate \_\_\_\_\_ very much.
- \_\_\_\_\_ always has the customer at the center of focus.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- I envy his versatility in working with a wide variety of issues and topics.
- \_\_\_\_\_ is very professional in dealing with his peers and the staff.

# Time Management

## Summary Scores



### 31. Sets clearly defined goals.



### 32. Completes high-priority work within required timelines.



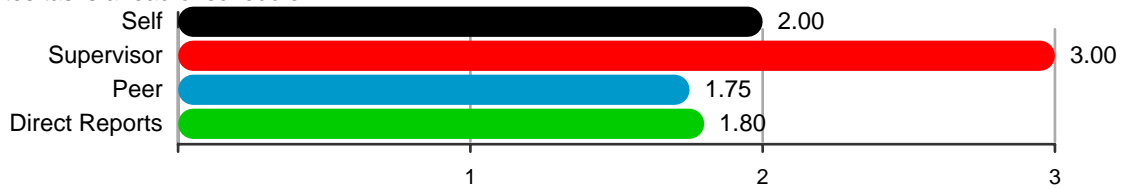
### 33. Sets a good balance between work and family life.



### 34. Keeps and maintains a To-Do list.



### 35. Completes tasks ahead of schedule.





## 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).

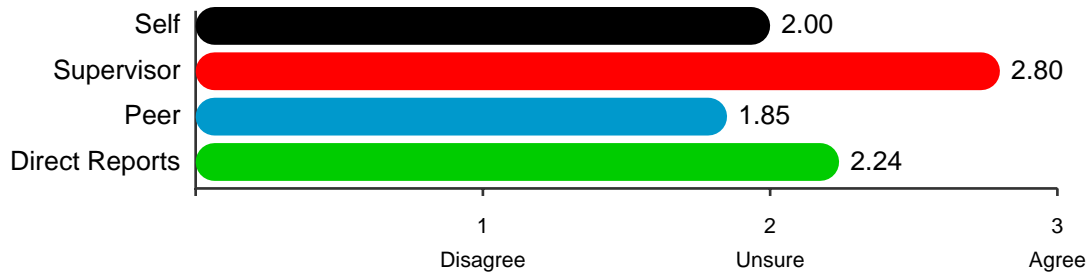
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Sets clearly defined goals.	15	2.13	33.3	20%	47%	33%
32. Completes high-priority work within required timelines.	15	2.13	33.3	20%	47%	33%
33. Sets a good balance between work and family life.	15	2.07	33.3	27%	40%	33%
34. Keeps and maintains a To-Do list.	15	2.13	26.7	13%	60%	27%
35. Completes tasks ahead of schedule.	15	1.87	20.0	33%	47%	20%

### Comments:

- I feel confident as if he treats us all as equals.
- Our organization is a better place because of his and his future focus.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- \_\_\_\_\_ is an excellent Director.
- I know I can always count on \_\_\_\_\_ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.

# Results Oriented

## Summary Scores



### 36. Directs team in prioritizing daily work activities



### 37. Works toward achievement of goals even when confronted with obstacles.



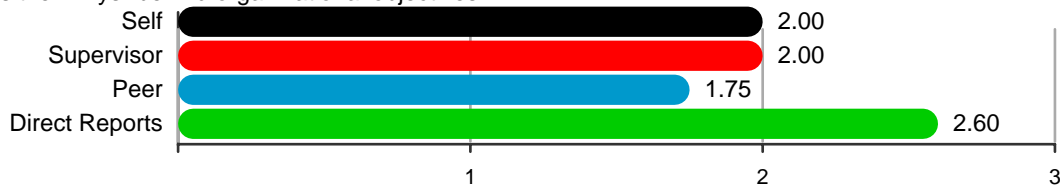
### 38. Helps others when free-time is available.



### 39. Provides clear expectations for employees.



### 40. Explains the "whys" behind organizational objectives



## 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).

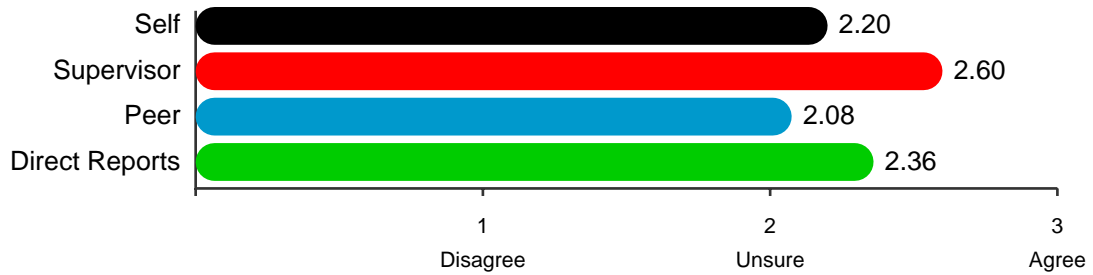
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Directs team in prioritizing daily work activities	15	1.87	20.0	33%	47%	20%
37. Works toward achievement of goals even when confronted with obstacles.	15	1.93	13.3	20%	67%	13%
38. Helps others when free-time is available.	15	2.07	33.3	27%	40%	33%
39. Provides clear expectations for employees.	15	2.33	33.3		67%	33%
40. Explains the "whys" behind organizational objectives	15	2.07	33.3	27%	40%	33%

### Comments:

- Over the past few months \_\_\_\_\_ has been creating a bridge between the billing staff and the operations departments.
- Your initiative influences others in a positive way.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- \_\_\_\_\_ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_\_\_ has confidence that the work will be done well.
- \_\_\_\_\_'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 a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.

# Empowering Others

## Summary Scores



### 41. Willing to share in the decision making process.



### 42. Demonstrates confidence in the abilities of subordinates.



### 43. Gives employees input into the decision making process.



### 44. Lets employees complete tasks according to their methods.



### 45. Expresses confidence in the abilities 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).

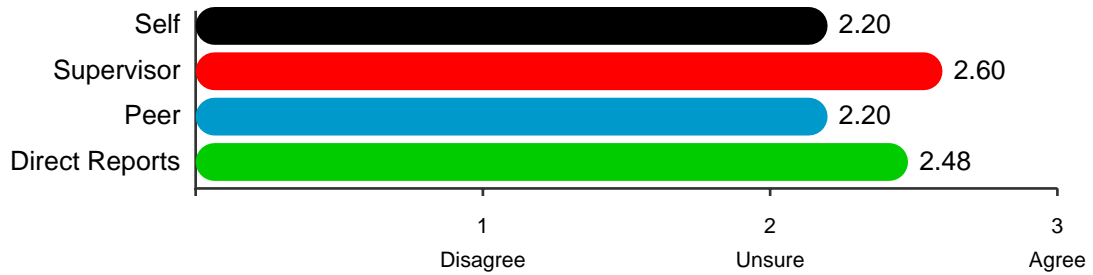
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Willing to share in the decision making process.	15	2.00	26.7	27%	47%	27%
42. Demonstrates confidence in the abilities of subordinates.	15	2.13	33.3	20%	47%	33%
43. Gives employees input into the decision making process.	15	2.20	40.0	20%	40%	40%
44. Lets employees complete tasks according to their methods.	15	2.20	26.7	7%	67%	27%
45. Expresses confidence in the abilities of others.	15	2.53	60.0	7%	33%	60%

### Comments:

- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- Always has the company's best interest at heart.
- 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 continues to be a shining example to his team especially in process improvement and professional growth.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

# Recognition

## Summary Scores



46. Makes people around them feel appreciated and valued.



47. Lets employees know when they have done well



48. Reinforces and rewards employees for accomplishing necessary goals.



49. Recognizes individuals for a specific outstanding achievement.



50. Recognizes team members who offer a significant contribution to a project.



## 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).

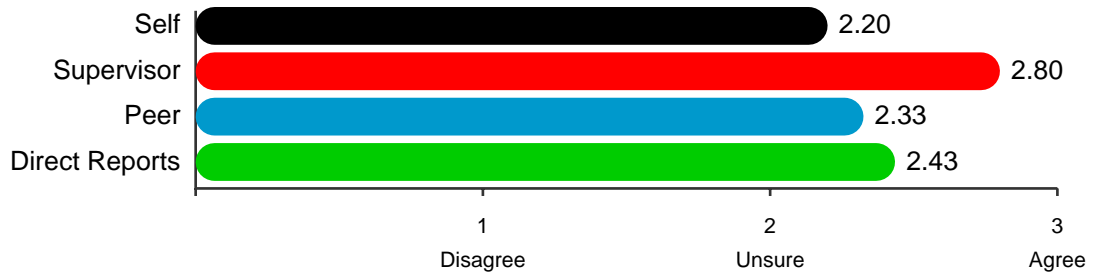
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Makes people around them feel appreciated and valued.	15	2.27	26.7		73%	27%
47. Lets employees know when they have done well	15	2.13	26.7	13%	60%	27%
48. Reinforces and rewards employees for accomplishing necessary goals.	15	2.40	40.0		60%	40%
49. Recognizes individuals for a specific outstanding achievement.	15	2.47	46.7		53%	47%
50. Recognizes team members who offer a significant contribution to a project.	15	2.33	46.7	13%	40%	47%

### Comments:

- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- He is in an often times impossible position and is doing well all things considered
- \_\_\_\_\_ is a great manager and has nothing but the greatest interest for his employees and customers.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- \_\_\_\_\_ is a great manager to work for.
- \_\_\_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.

# Fiscal Management

## Summary Scores



51. Develops of the department's annual budget.



52. Keeps excellent records for financial transparency.



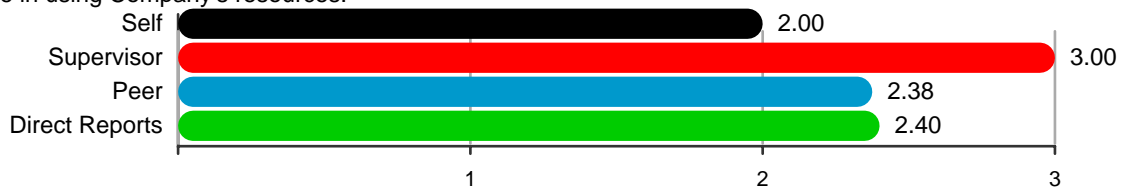
53. Monitors spending.



54. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



55. Effective in using Company's resources.





## 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
51. Develops of the department's annual budget.	14	2.21	28.6	7%	64%	29%
52. Keeps excellent records for financial transparency.	14	2.29	42.9	14%	43%	43%
53. Monitors spending.	15	2.53	53.3		47%	53%
54. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.47	46.7		53%	47%
55. Effective in using Company's resources.	15	2.40	40.0		60%	40%

### Comments:

- He is very astute, proactive in problem solving, and a great team member.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- He is very supportive and easily approachable.
- Great year of growth!
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.

## 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?

- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads by example.
- He is very responsive when asked for input or his assistance is requested.
- \_\_\_\_\_ is a great asset to the team. We are grateful to have him.
- Positive attitude.
- While encouraging folks to continue with their education, he is also continuing with his education.
- Increase in confidence. Being willing to lean into the uncomfortable.

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

- \_\_\_\_\_ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate \_\_\_\_\_ !
- He involves our team and holds us accountable out of respect.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- \_\_\_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_\_\_ has had tendency to lose staff or participants in his communication. To his merit, \_\_\_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.

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

- \_\_\_\_\_ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- \_\_\_\_\_ is very approachable and always willing to listen.
- \_\_\_\_\_ has great communication skills and is a dependable member of the team.
- He keeps focused on things that are important for his department to run smoothly.
- 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.
- Great to have you on the team!

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

- It's been great working with him.
- Take charge without feeling like you need approval.
- \_\_\_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- He is always collaborative in his approach, and makes good decisions.
- \_\_\_\_\_ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- I believe \_\_\_\_\_ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.

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

- \_\_\_\_\_ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- He is respectful of the people he works with regardless of the level in the organization.
- \_\_\_\_\_ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- He sets his expectations high, and delivers a high level of performance herself.
- You can always count on \_\_\_\_\_ to respond to emails and telephone calls and follow through with commitments.
- He challenges me every day to be my best and I appreciate that.

### Any final comments?

- \_\_\_\_\_'s office staff each have their own personalities and he effectively communicates with all of them.
- \_\_\_\_\_ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- He holds everyone to such a high standard, you don't want to disappoint him.
- It has been a pleasure working with \_\_\_\_\_. His interactions with customers have improved over the last year.
- He truly is the best Manager I have ever had.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.