



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.

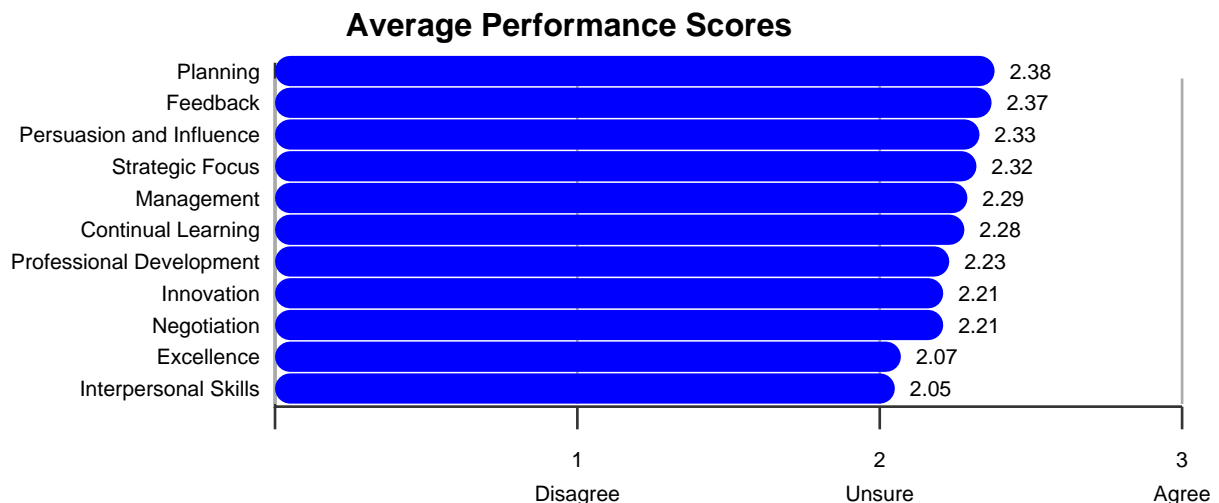
What to Do with Your Feedback

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

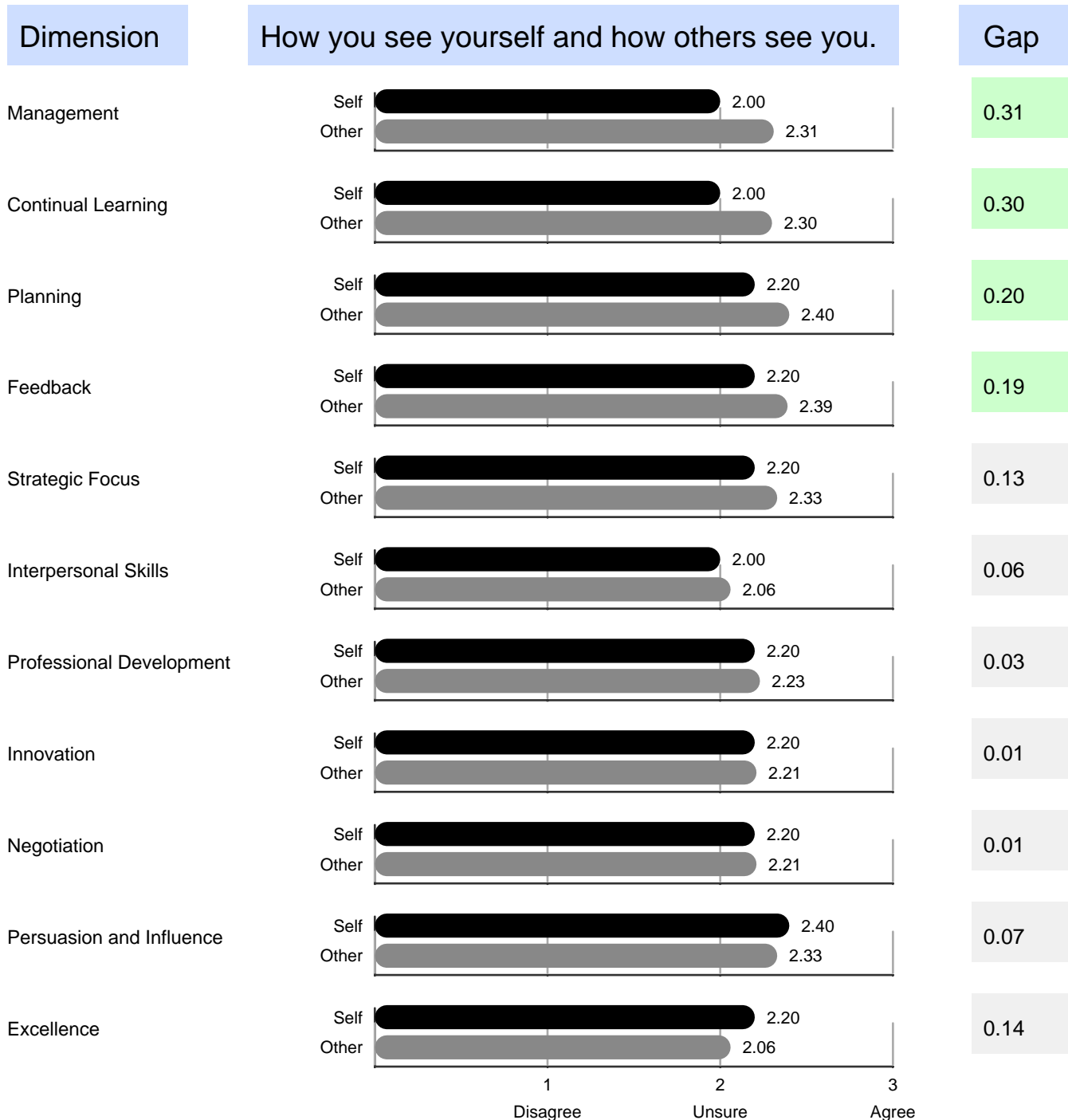
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



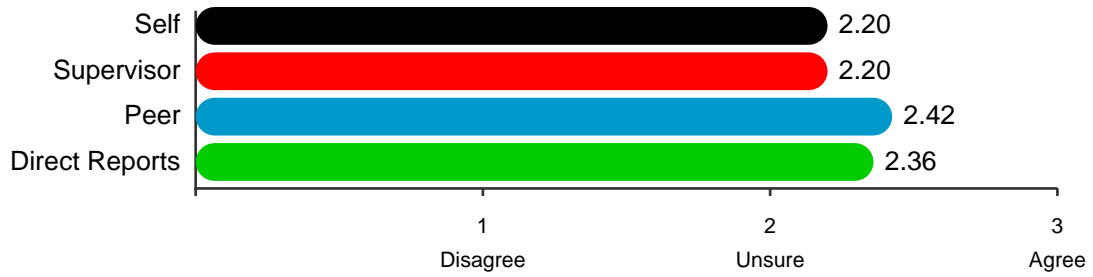
Gap Analysis

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.



Feedback

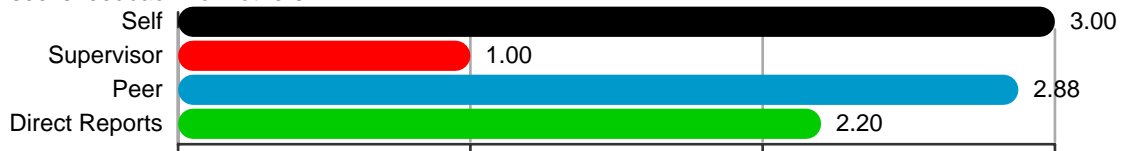
Summary Scores



1. Looks to others for input.



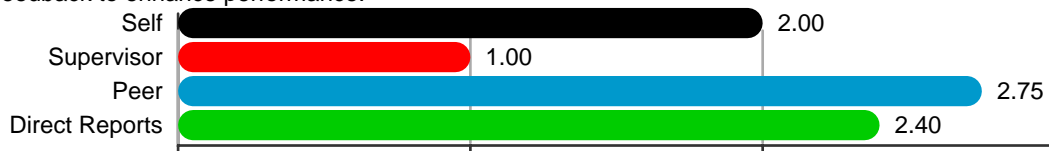
2. Actively seeks feedback from others.



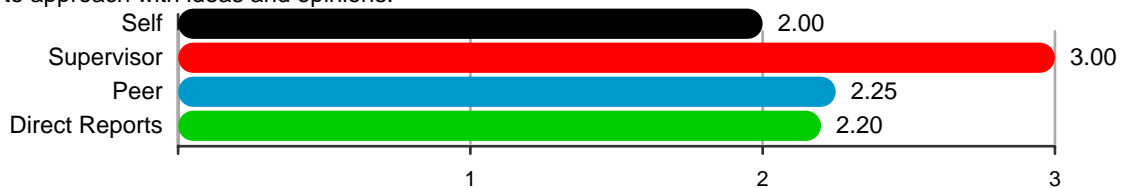
3. Is visible and approachable.



4. Seeks feedback to enhance performance.



5. Is easy to approach with ideas and opinions.



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).

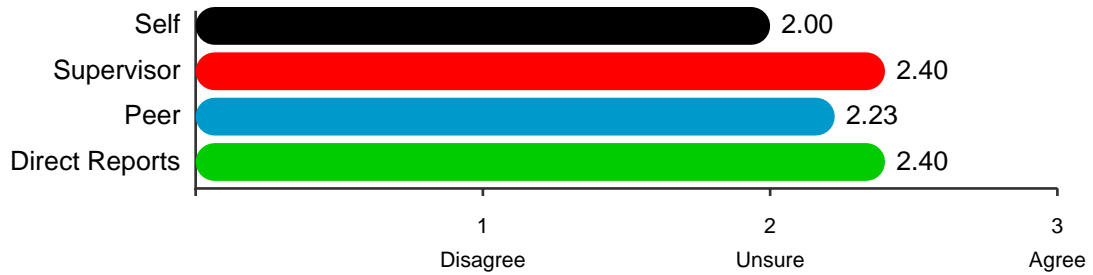
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Looks to others for input.	15	2.27	33.3	7%	60%	33%
2. Actively seeks feedback from others.	15	2.53	73.3	20%	7%	73%
3. Is visible and approachable.	15	2.33	40.0	7%	53%	40%
4. Seeks feedback to enhance performance.	15	2.47	53.3	7%	40%	53%
5. Is easy to approach with ideas and opinions.	15	2.27	40.0	13%	47%	40%

Comments:

- She is very supportive of cross training and learning new skills.
- ___ 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.
- She takes the time to explain to staff the rationale of changes being made.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.

Continual Learning

Summary Scores



6. Seeks opportunities to grow in skills and knowledge.



7. Pursues self-improvement through continual learning.



8. Pursues professional development opportunities when they arise.



9. Participates in regular training offered.



10. Improves on their skill sets.



Level of Skill

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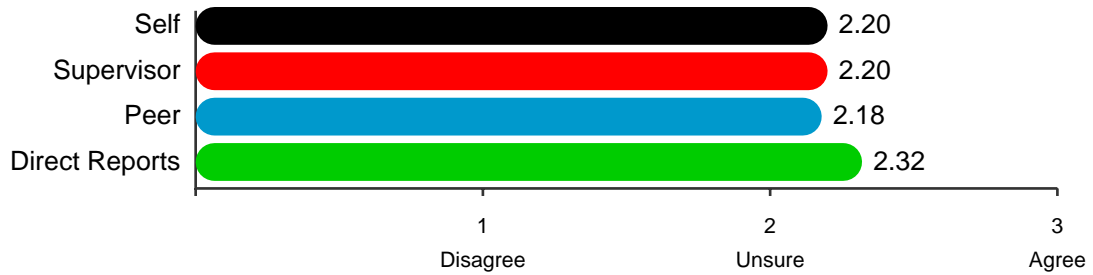
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Seeks opportunities to grow in skills and knowledge.	15	2.13	33.3	20%	47%	33%
7. Pursues self-improvement through continual learning.	15	2.07	26.7	20%	53%	27%
8. Pursues professional development opportunities when they arise.	15	2.33	40.0	7%	53%	40%
9. Participates in regular training offered.	15	2.40	53.3	13%	33%	53%
10. Improves on their skill sets.	15	2.47	60.0	13%	27%	60%

Comments:

- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.

Professional Development

Summary Scores



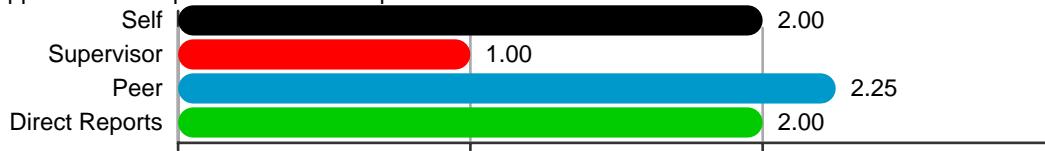
11. Seeks opportunities for continuous learning.



12. Quickly acquire and apply new knowledge and skills when needed



13. Seeks opportunities for professional development.



14. Encourages employees to take courses relevant to their job.



15. Keep themselves up-to-date of technical/professional issues



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).

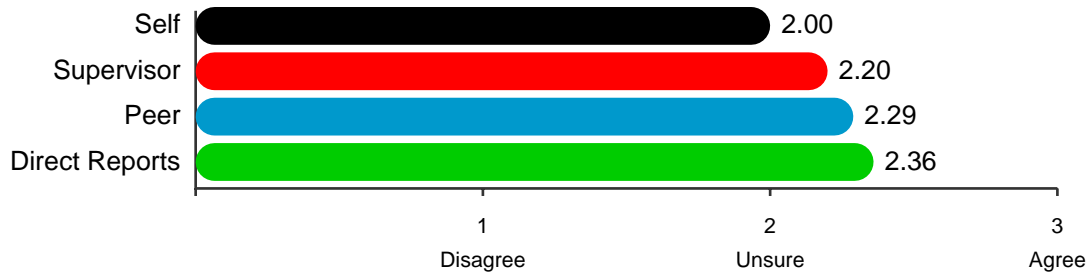
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Seeks opportunities for continuous learning.	15	2.33	40.0	7%	53%	40%
12. Quickly acquire and apply new knowledge and skills when needed	15	2.07	20.0	13%	67%	20%
13. Seeks opportunities for professional development.	15	2.07	26.7	20%	53%	27%
14. Encourages employees to take courses relevant to their job.	15	2.27	40.0	13%	47%	40%
15. Keep themselves up-to-date of technical/professional issues	14	2.43	50.0	7%	43%	50%

Comments:

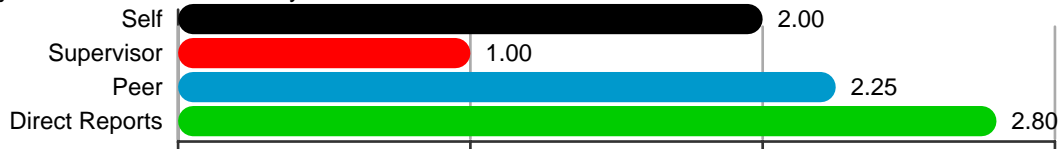
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- 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.

Management

Summary Scores



16. Makes you feel enthusiastic about your work



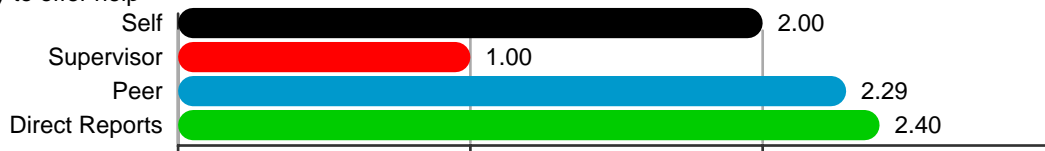
17. Keep staff informed about what is happening in the company



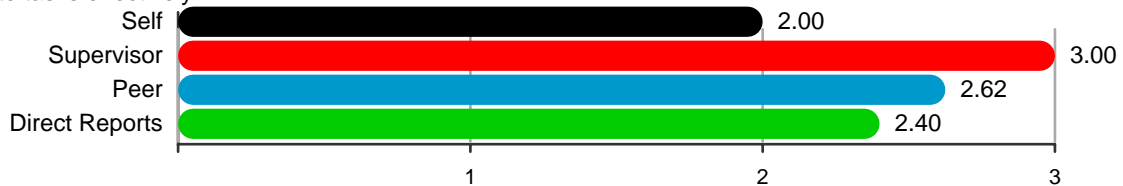
18. Takes responsibility for things that go wrong



19. Is ready to offer help



20. Delegate tasks effectively



Level of Skill

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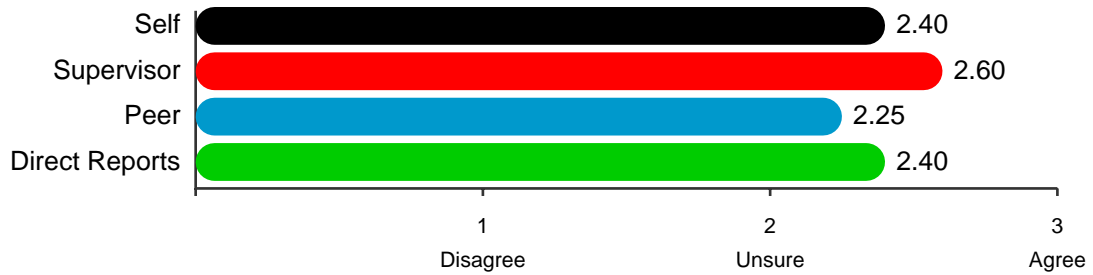
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Makes you feel enthusiastic about your work	15	2.33	46.7	13%	40%	47%
17. Keep staff informed about what is happening in the company	15	2.33	40.0	7%	53%	40%
18. Takes responsibility for things that go wrong	14	2.00	14.3	14%	71%	14%
19. Is ready to offer help	14	2.21	42.9	21%	36%	43%
20. Delegate tasks effectively	15	2.53	60.0	7%	33%	60%

Comments:

- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- Expectations are not always clearly communicated/outlined.
- Our organization is a better place because of her and her future focus.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.

Persuasion and Influence

Summary Scores



21. Able to express own goals and needs.



22. Persuades others to consider alternative points of view.



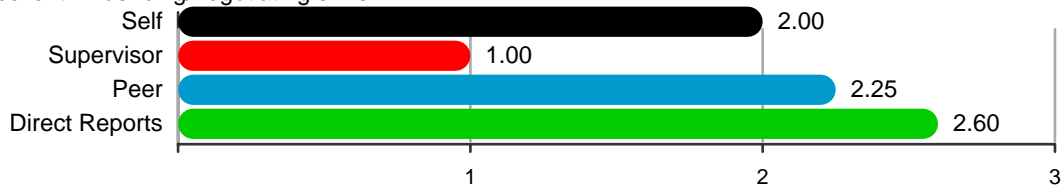
23. Attempts to persuade others rather than simply control them.



24. Ensures stakeholders are involved in the decision making process.



25. Has excellent influencing/negotiating skills.



Level of Skill

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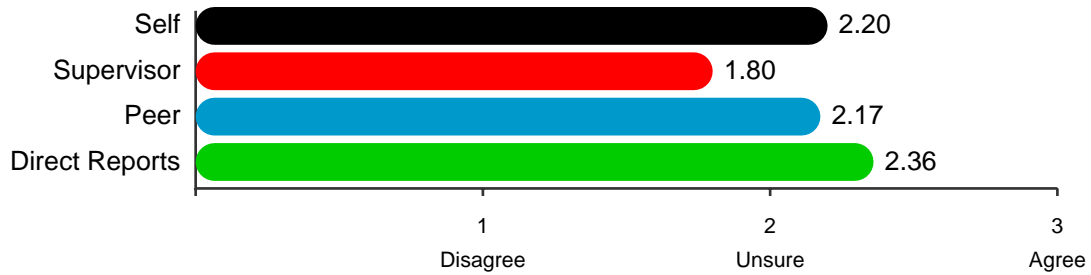
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Able to express own goals and needs.	15	2.60	66.7	7%	27%	67%
22. Persuades others to consider alternative points of view.	15	2.33	40.0	7%	53%	40%
23. Attempts to persuade others rather than simply control them.	15	2.07	20.0	13%	67%	20%
24. Ensures stakeholders are involved in the decision making process.	15	2.40	53.3	13%	33%	53%
25. Has excellent influencing/negotiating skills.	15	2.27	53.3	27%	20%	53%

Comments:

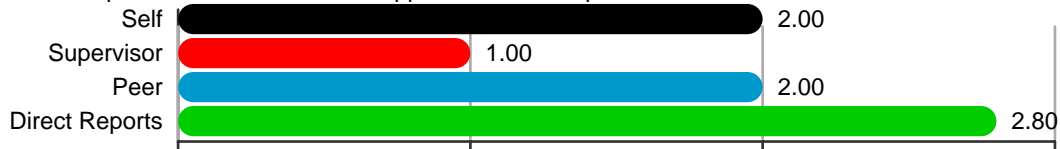
- ___ models teamwork; she is always wiling to go the extra mile to assist on a project or help a co-worker.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- We have made improvements in our documentation and have decreased duplicate reporting.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- She engages the staff and I feel the department is in the best shape it ever has been in.

Innovation

Summary Scores



26. Analyzes current procedures and identifies opportunities for improvement.



27. Finds creative ways to get things done with limited resources.



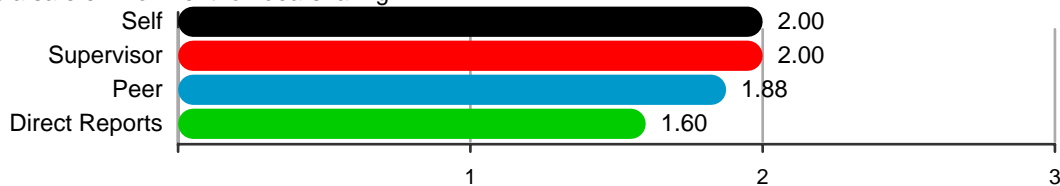
28. Builds upon the ideas and solutions of others.



29. Fosters a creative and innovative work environment.



30. Creates a safe environment for idea-sharing.



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).

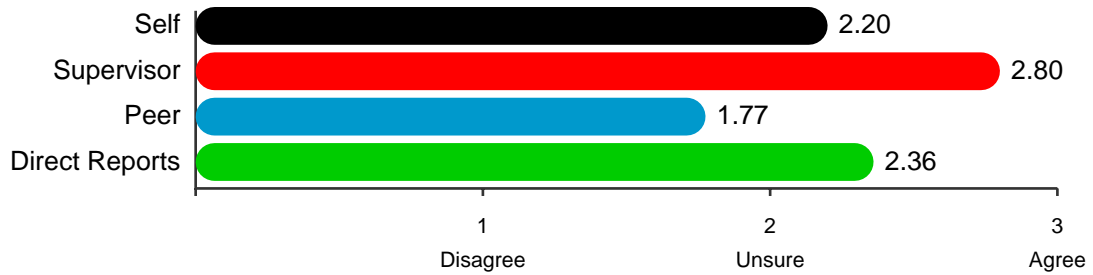
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Analyzes current procedures and identifies opportunities for improvement.	15	2.20	33.3	13%	53%	33%
27. Finds creative ways to get things done with limited resources.	15	2.00	26.7	27%	47%	27%
28. Builds upon the ideas and solutions of others.	15	2.47	53.3	7%	40%	53%
29. Fosters a creative and innovative work environment.	15	2.60	60.0		40%	60%
30. Creates a safe environment for idea-sharing.	15	1.80	13.3	33%	53%	13%

Comments:

- Provide more frequent development feedback.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ is creative and has great ideas and she's quick to implement her 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.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.

Excellence

Summary Scores



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



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



33. Produces high quality work.



34. Is planful and organized.



35. Takes a lot of pride in their 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).

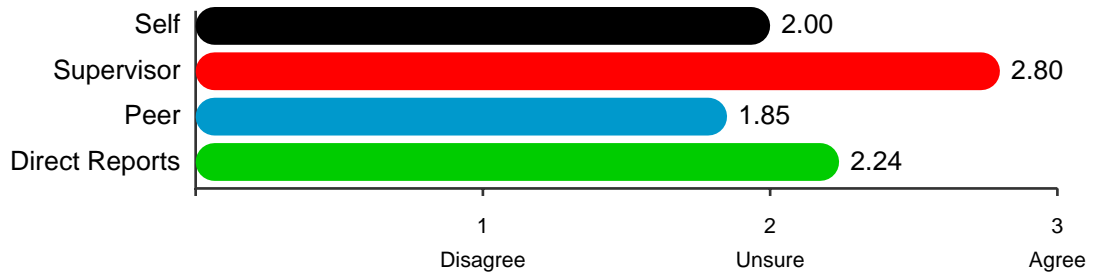
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Can be counted on to add value wherever they are involved.	15	2.13	33.3	20%	47%	33%
32. Demonstrates the functional or technical skills necessary to do their job.	15	2.13	33.3	20%	47%	33%
33. Produces high quality work.	15	2.07	33.3	27%	40%	33%
34. Is planful and organized.	15	2.13	26.7	13%	60%	27%
35. Takes a lot of pride in their work.	15	1.87	20.0	33%	47%	20%

Comments:

- One of the best supervisors that I have had.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- She is beginning to reach out to the other managers more, and it is appreciated.

Interpersonal Skills

Summary Scores



36. Uses knowledge and charisma rather than position, power, or coercion to influence others



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



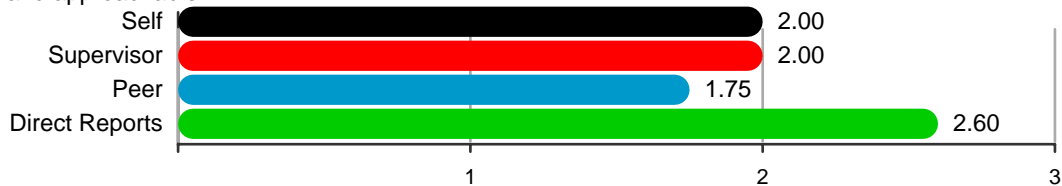
38. Adapts management style to meet the needs of the individual or situation.



39. Builds a strong rapport with co-workers.



40. Is open and approachable



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).

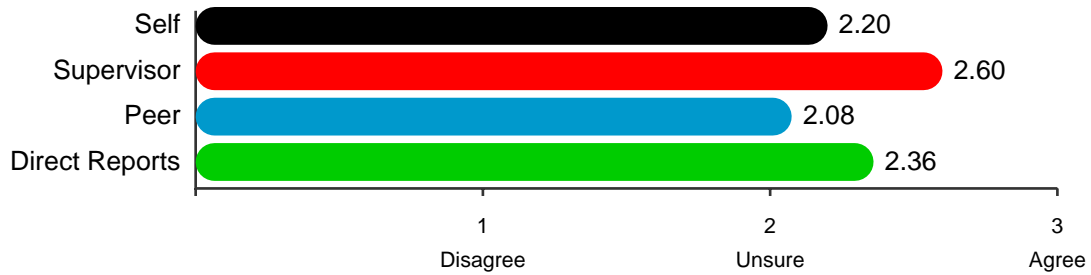
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	1.87	20.0	33%	47%	20%
37. Effectively manages conflicts by dealing with them directly and immediately	15	1.93	13.3	20%	67%	13%
38. Adapts management style to meet the needs of the individual or situation.	15	2.07	33.3	27%	40%	33%
39. Builds a strong rapport with co-workers.	15	2.33	33.3		67%	33%
40. Is open and approachable	15	2.07	33.3	27%	40%	33%

Comments:

- She is open to feedback and actively tries to improve.
- She sometimes comes off as confused about organizational/operational direction.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- Need to take in all opinions, not just those of employees who are not always truthful....
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- ___'s management style is excellent.

Negotiation

Summary Scores



41. Able to influence others to accept certain positions.



42. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.



43. Conducts necessary preparations before engaging in negotiations.



44. Maintains good interpersonal relationships with representatives from the other party.



45. Establishes good working 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).

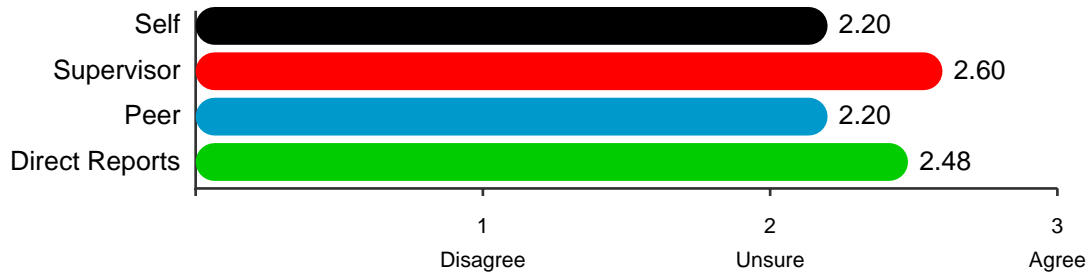
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Able to influence others to accept certain positions.	15	2.00	26.7	27%	47%	27%
42. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	2.13	33.3	20%	47%	33%
43. Conducts necessary preparations before engaging in negotiations.	15	2.20	40.0	20%	40%	40%
44. Maintains good interpersonal relationships with representatives from the other party.	15	2.20	26.7	7%	67%	27%
45. Establishes good working relationships with others.	15	2.53	60.0	7%	33%	60%

Comments:

- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- Collaboration and dissemination of information and projects is something ___ does well.
- She is an excellent problem solver.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.

Strategic Focus

Summary Scores



46. Understands their role within the organization.



47. Looks for opportunities to enhance contributions to the bottom line.



48. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



49. Understands & contributes to development of strategic goals.



50. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



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).

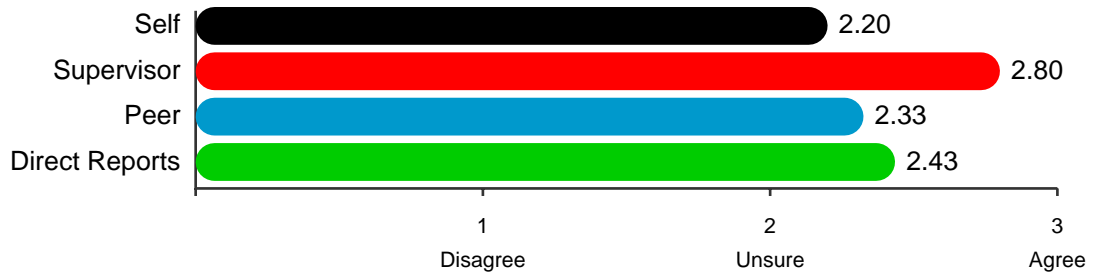
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Understands their role within the organization.	15	2.27	26.7		73%	27%
47. Looks for opportunities to enhance contributions to the bottom line.	15	2.13	26.7	13%	60%	27%
48. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.40	40.0		60%	40%
49. Understands & contributes to development of strategic goals.	15	2.47	46.7		53%	47%
50. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.33	46.7	13%	40%	47%

Comments:

- Her positive attitude is constant.
- She is very effective.
- She communicates clearly, and is always willing to listen attentively.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.

Planning

Summary Scores



51. Delegates role to team members to accomplish goals.



52. Able to look ahead (beyond the present) when addressing the work/needs of the department.



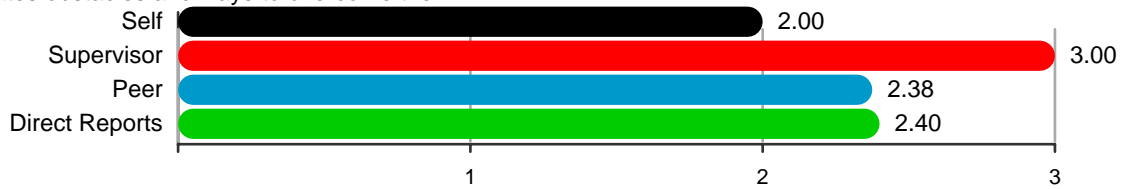
53. Able to identify the needs of the department before a major change.



54. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



55. Anticipates obstacles and ways to overcome them.



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. Delegates role to team members to accomplish goals.	14	2.21	28.6	7%	64%	29%
52. Able to look ahead (beyond the present) when addressing the work/needs of the department.	14	2.29	42.9	14%	43%	43%
53. Able to identify the needs of the department before a major change.	15	2.53	53.3		47%	53%
54. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	2.47	46.7		53%	47%
55. Anticipates obstacles and ways to overcome them.	15	2.40	40.0		60%	40%

Comments:

- She is a very diligent hard worker.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- ___ listens to employees ideas and concerns and address the issues right away.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.

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 always been helpful in working to assess the current situation and then partner with us to determine next steps.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- She is a team player and willing to help other departments and staff when needed.
- She provided coaching and support to improve this individual's performance.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Always approachable no matter how busy she is.

What do you like best about working with this individual?

- She is showing more comfort in providing and receiving critical feedback.
- She could benefit from becoming more comfortable challenging others.
- One of the things that I most appreciate about ___ is her willingness to mentor and grow new talent.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.

What do you like least about working with this individual?

- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- We are striving to meet best practice standards.
- She is a joy to work for.
- ___ is a great asset to the team. We are grateful to have her.

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

- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- She is a charismatic leader. Really the best!!
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.

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

- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___ is fully engaged with all of the leadership team. She makes herself 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.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- She encourages individual and professional improvement and provides educational opportunities.

Any final comments?

- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- Is viewed by many as a strong organizational resource.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.