



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

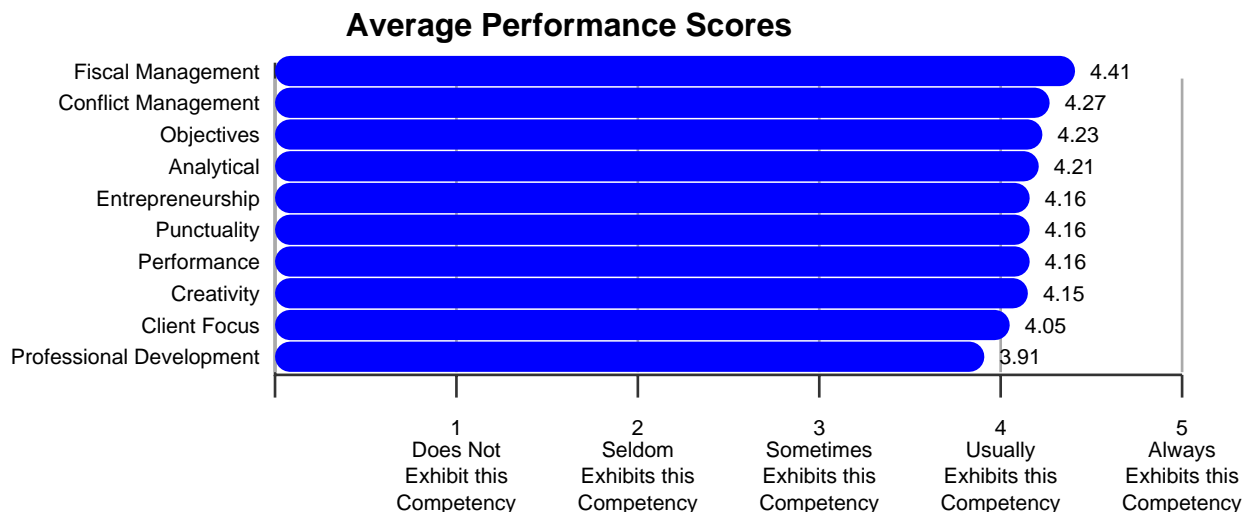
What to Do with Your Feedback

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

Summary

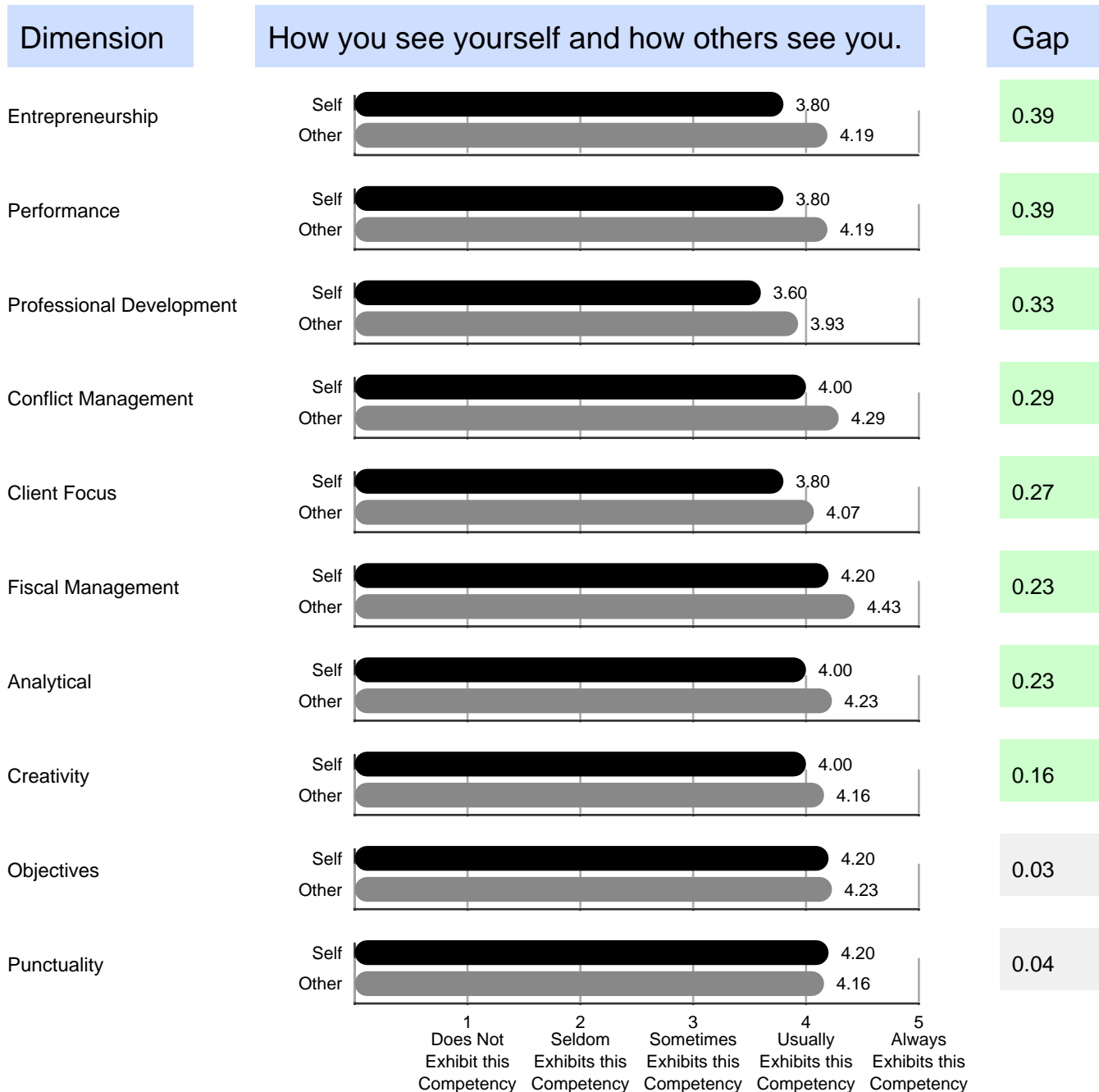
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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



Gap Analysis

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



Fiscal Management

Summary Scores



1. Monitors spending.



2. Monitors expenses and verifies the need for items purchased.



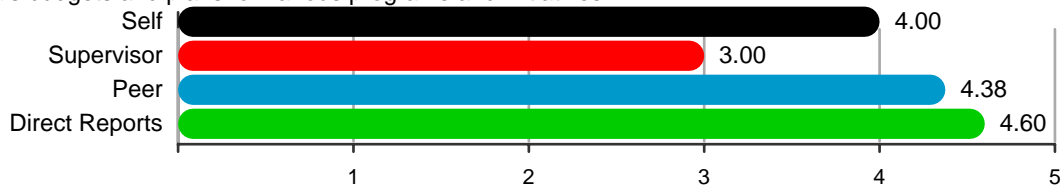
3. Develops of the department's annual budget.



4. Provides budgeting and accounting support to the Company.



5. Develops budgets and plans for various programs and initiatives.



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).

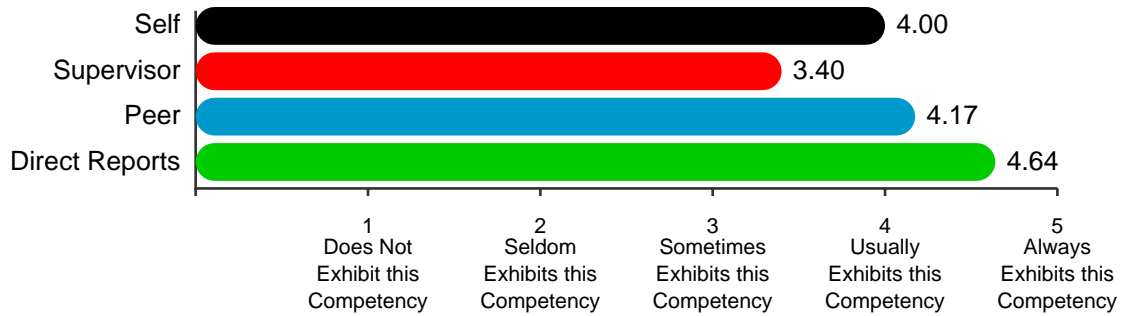
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Monitors spending.	15	4.20	93.3	7%		67%		27%
2. Monitors expenses and verifies the need for items purchased.	15	4.87	100.0		13%		87%	
3. Develops of the department's annual budget.	15	4.27	93.3	7%		60%		33%
4. Provides budgeting and accounting support to the Company.	15	4.40	86.7	13%		33%		53%
5. Develops budgets and plans for various programs and initiatives.	15	4.33	93.3	7%		53%		40%

Comments:

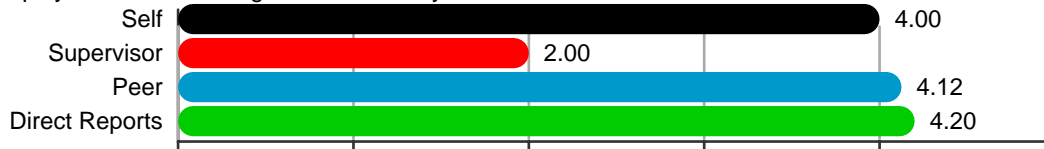
- Take charge without being pushed to do so.
- Does above and beyond work consistently
- I feel as though I have a shared decision making relationship with ____ which makes me feel valued. She supports me and values my opinion.
- ____ is an outstanding manager.
- I truly appreciate ____'s knowledge, her professionalism, and her reliability.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.

Conflict Management

Summary Scores



6. Helps employees to think through alternative ways to resolve conflict situations.



7. Discusses conflict situations with supervisor.



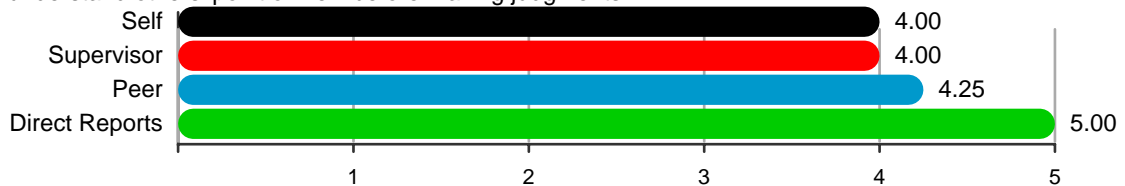
8. Identifies and takes steps to prevent potential confrontations.



9. Clearly expresses expectations to others.



10. Tries to understand others' point of view before making judgments



Level of Skill

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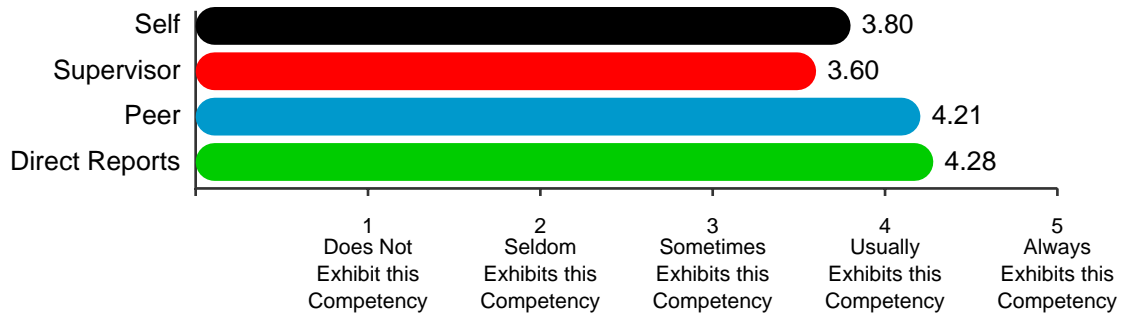
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Helps employees to think through alternative ways to resolve conflict situations.	15	4.00	80.0	7%	13%	53%	27%	
7. Discusses conflict situations with supervisor.	15	4.07	80.0		20%	53%	27%	
8. Identifies and takes steps to prevent potential confrontations.	15	4.33	93.3	7%	47%		47%	
9. Clearly expresses expectations to others.	15	4.47	93.3	7%	40%		53%	
10. Tries to understand others' point of view before making judgments	15	4.47	93.3	7%	40%		53%	

Comments:

- She has been a great addition to the department in this area.
- I enjoy working with _____. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- _____ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. _____. Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- Has good intentions, but follow through needs more work.
- _____ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.

Entrepreneurship

Summary Scores



11. Can work effectively in an environment of uncertainty.



12. Is comfortable operating in an environment of uncertainty.



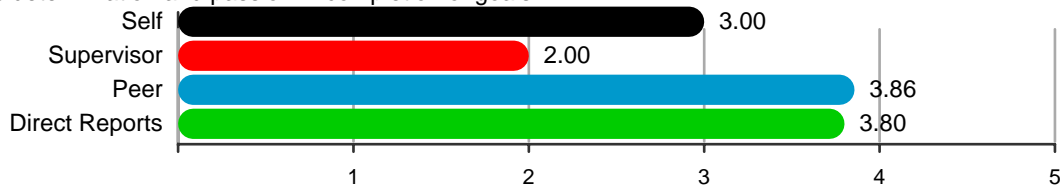
13. Takes the initiative to complete tasks.



14. Encourages dynamic growth opportunities.



15. Exhibits determination and passion in completion of goals.



Level of Skill

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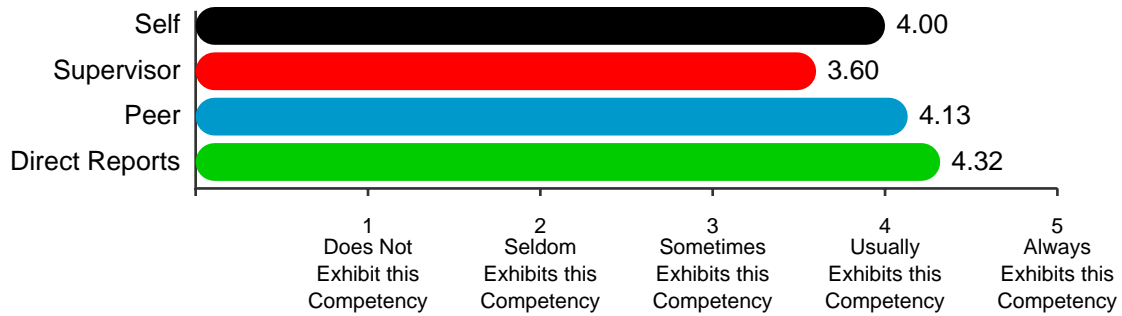
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Can work effectively in an environment of uncertainty.	15	4.60	100.0			40%	60%	
12. Is comfortable operating in an environment of uncertainty.	15	4.27	100.0			73%		27%
13. Takes the initiative to complete tasks.	15	4.33	100.0			67%	33%	
14. Encourages dynamic growth opportunities.	15	3.93	73.3	27%		53%		20%
15. Exhibits determination and passion in completion of goals.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- She is very professional and caring in her job
- Provides reinforcement and feedback within the context of the overall business strategy.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.

Creativity

Summary Scores



16. Develops solutions to challenging problems.



17. Inspires creativity in their team.



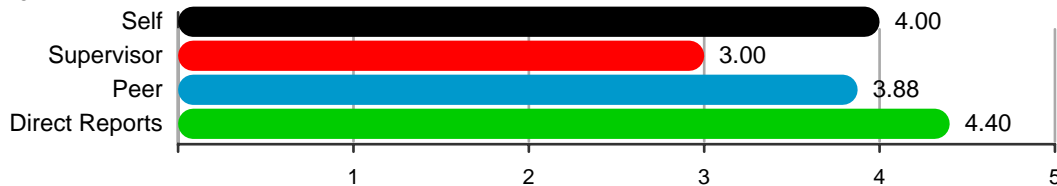
18. Adds value to the department/organization.



19. Creates a lot of new ideas.



20. Is creative.



Level of Skill

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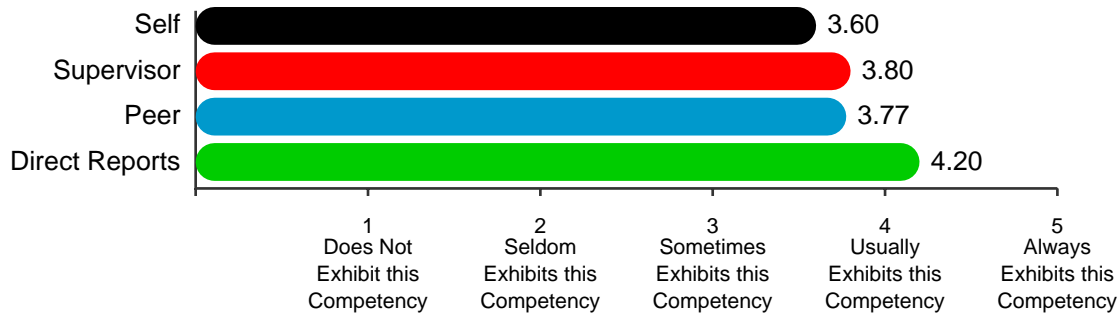
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Develops solutions to challenging problems.	15	4.33	86.7	13%	40%	47%		
17. Inspires creativity in their team.	15	4.27	93.3	7%	60%	33%		
18. Adds value to the department/organization.	14	4.00	92.9	7%	86%	7%		
19. Creates a lot of new ideas.	14	4.14	85.7	7%	7%	50%	36%	
20. Is creative.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She is trustworthy, dependable, positive attitude, and team focused.
- ___ not only values and listens to her staff she also gives them the support they need.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- ___ is a strong leader and passionate about her customers, staff and safety.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.

Professional Development

Summary Scores



21. Seeks opportunities for professional development.



22. Seeks opportunities for continuous learning.



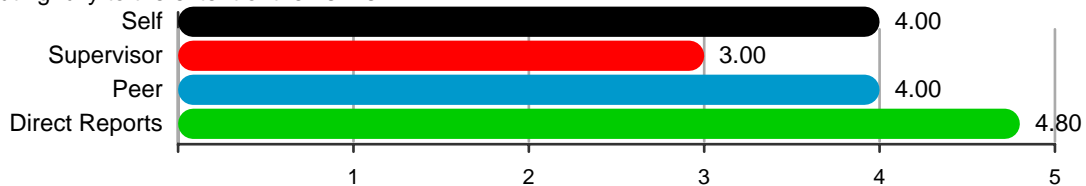
23. Quickly acquire and apply new knowledge and skills when needed



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



25. Contributing fully to the extent of their skills



Level of Skill

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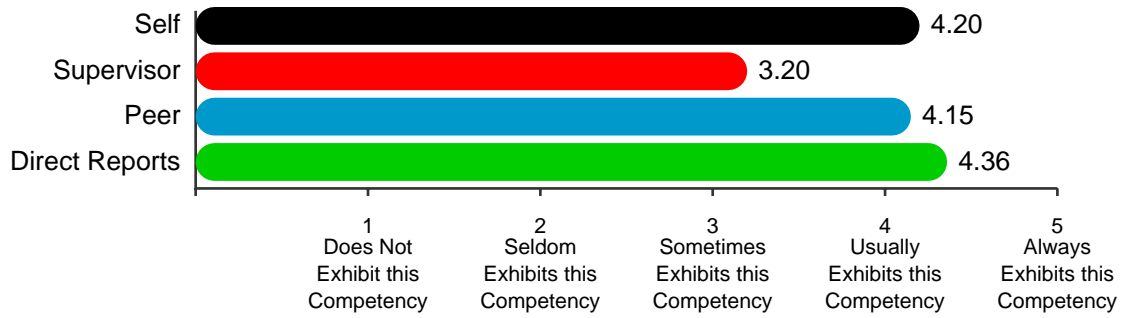
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Seeks opportunities for professional development.	15	4.00	66.7	13%	20%	20%	47%	
22. Seeks opportunities for continuous learning.	15	3.47	53.3	13%	33%	47%	7%	
23. Quickly acquire and apply new knowledge and skills when needed	15	3.60	66.7	13%	20%	60%	7%	
24. Encourages employees to take courses relevant to their job.	15	4.27	86.7	7%	7%	40%	47%	
25. Contributing fully to the extent of their skills	15	4.20	80.0	7%	13%	33%	47%	

Comments:

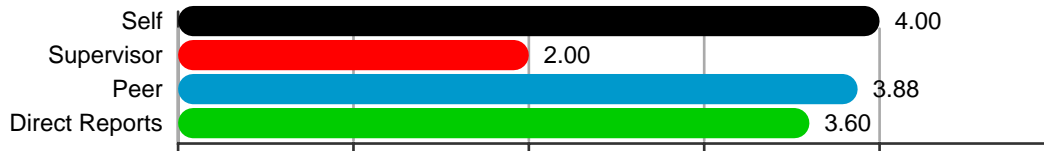
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- Always has a positive, cheerful, and strong attitude.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- ___ is very clear about her expectations and I appreciate this.

Punctuality

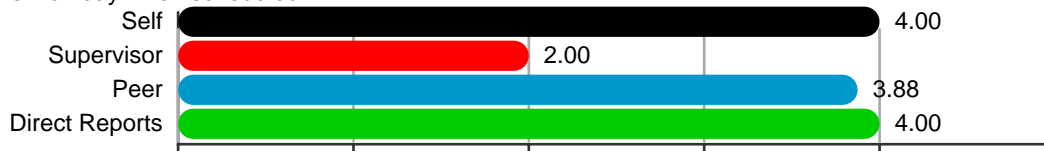
Summary Scores



26. Maintains an efficient schedule of activities.



27. Starts the workday when scheduled.



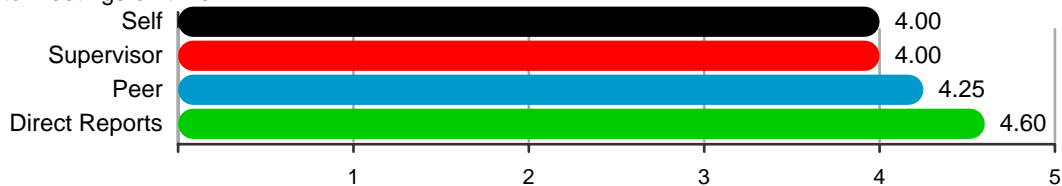
28. Responds to requests for information in a timely manner.



29. Starts meetings on time.



30. Arrives to meetings on time.



Level of Skill

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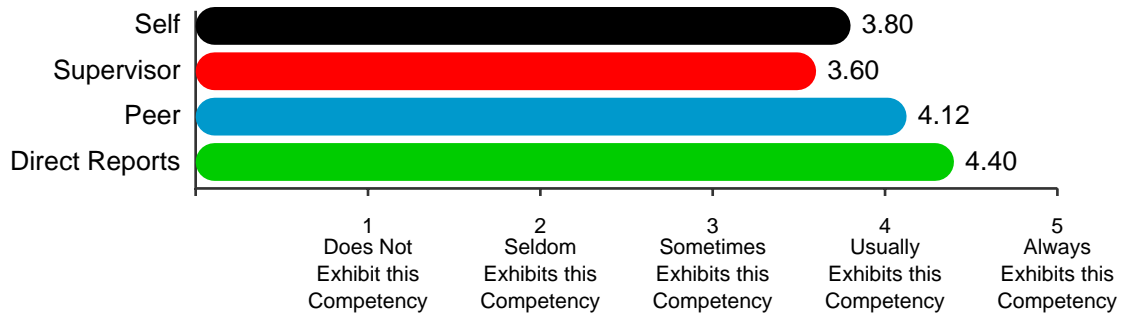
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Maintains an efficient schedule of activities.	15	3.67	66.7	20%	13%	47%	20%	
27. Starts the workday when scheduled.	15	3.80	73.3	20%	7%	47%	27%	
28. Responds to requests for information in a timely manner.	15	4.33	86.7	13%	40%	47%		
29. Starts meetings on time.	15	4.67	100.0		33%	67%		
30. Arrives to meetings on time.	15	4.33	100.0		67%	33%		

Comments:

- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.
- It's been a pleasure to work for her.
- She had done amazingly well considering all of the global threats to the product line.

Performance

Summary Scores



31. ...Overall Performance



32. ...Produce Quality



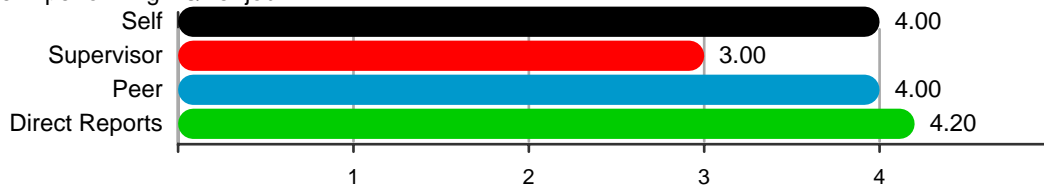
33. Has great overall performance



34. Listens and responds to issues and problems



35. Effective in performing his/her job.



Level of Skill

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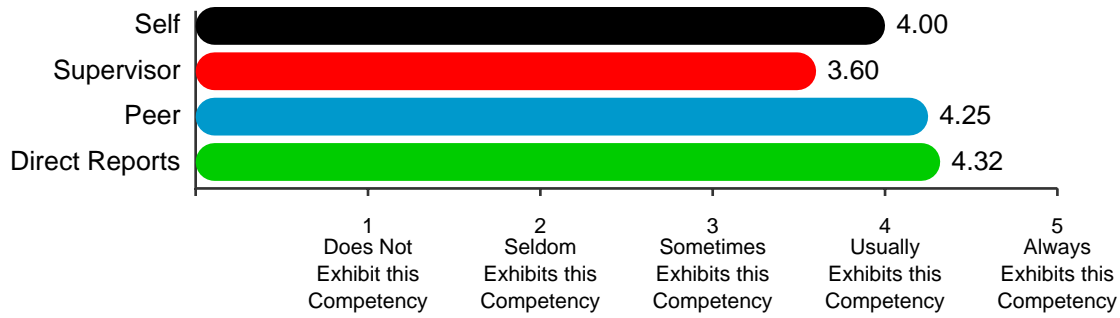
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. ...Overall Performance	15	4.07	80.0	20%		53%		27%
32. ...Produce Quality	15	4.47	100.0		53%		47%	
33. Has great overall performance	15	4.13	80.0	20%		47%		33%
34. Listens and responds to issues and problems	15	4.13	86.7	13%		60%		27%
35. Effective in performing his/her job.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- I have never known ___ to not hire for talent.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- She always steps up and gets what needs to be done completed.
- ___ sets high standards for those she works with and expects the same of herself.

Analytical

Summary Scores



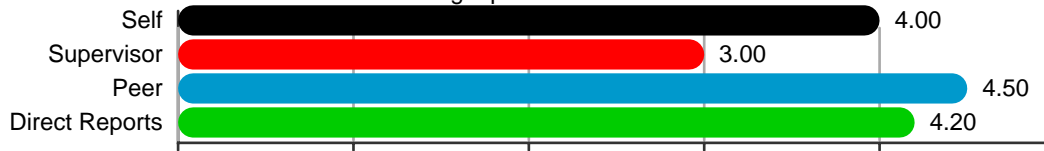
36. Analyzes issues and reduces them to their component parts.



37. Uses appropriate techniques to solve problems.



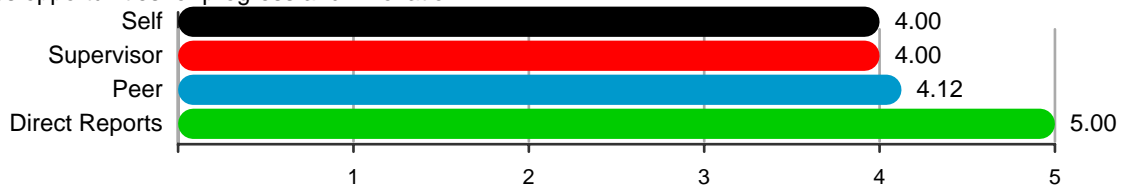
38. Prioritizes various actions to be taken when solving a problem.



39. Selects the appropriate techniques for analysis.



40. Identifies opportunities for progress and innovation.



Level of Skill

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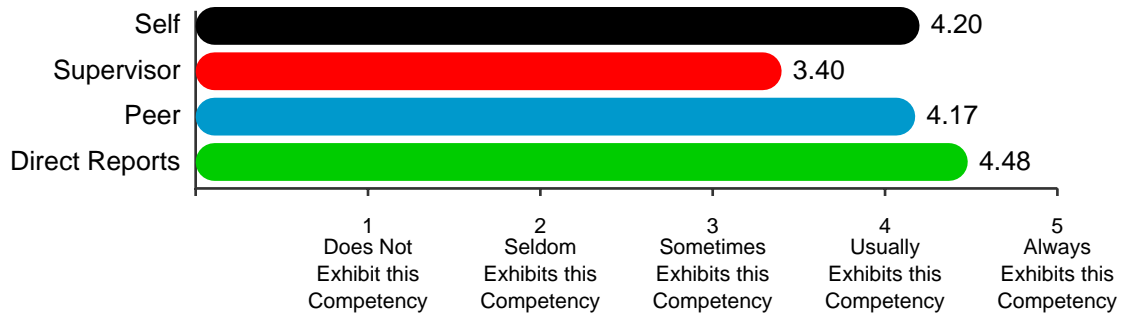
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Analyzes issues and reduces them to their component parts.	15	4.33	100.0			67%		33%
37. Uses appropriate techniques to solve problems.	15	3.93	80.0	13%	7%		53%	27%
38. Prioritizes various actions to be taken when solving a problem.	15	4.27	86.7		13%		47%	40%
39. Selects the appropriate techniques for analysis.	15	4.13	86.7		13%		60%	27%
40. Identifies opportunities for progress and innovation.	15	4.40	93.3		7%		47%	47%

Comments:

- Great addition to the department!
- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- I look forward to working with her in her new role.
- She is open to new ideas and ways to improve the service we provide.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- She is truly dedicated to doing a good job, by helping us do a good job.

Objectives

Summary Scores



41. Works toward achieving established goals and objectives.



42. Communicates goals and objectives to employees.



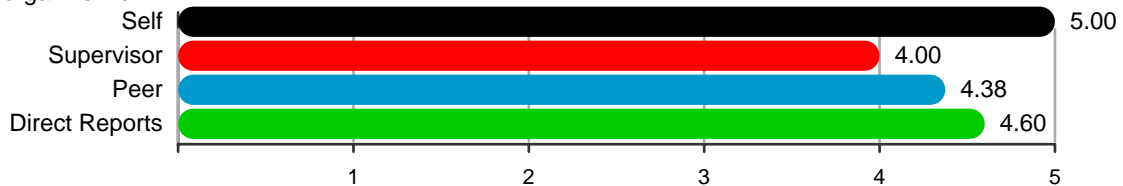
43. Ability to establish realistic goals.



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



45. Able to organize work.



Level of Skill

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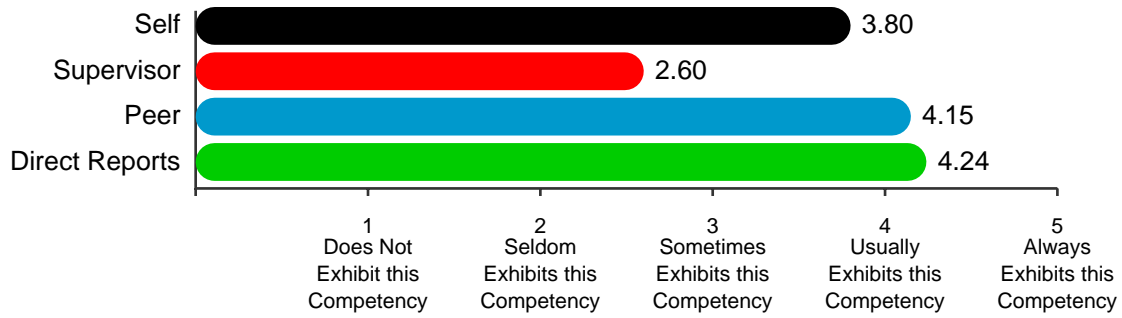
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Works toward achieving established goals and objectives.	15	4.33	93.3	7%		53%		40%
42. Communicates goals and objectives to employees.	15	4.20	80.0	20%		40%		40%
43. Ability to establish realistic goals.	15	4.13	86.7	13%		60%		27%
44. Consistently provides me with timely feedback for improving my performance.	15	4.00	86.7	13%		73%		13%
45. Able to organize work.	15	4.47	93.3	7%		40%		53%

Comments:

- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- ___ is a great team player with an employee safety and satisfaction focus.
- Need to continue to engage staff in team development and role clarification.
- ___ is determined to help make [CompanyName] successful.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- ___ has nothing but [CompanyName]'s best interest at heart.

Client Focus

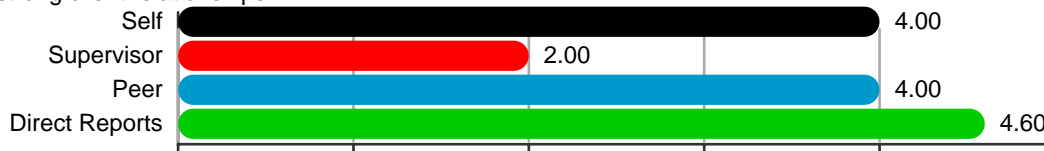
Summary Scores



46. Satisfies client needs.



47. Forms strong client relationships



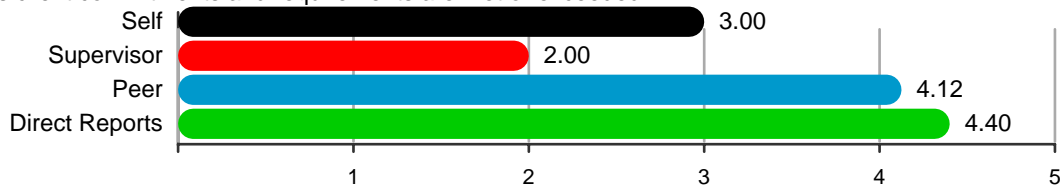
48. Is pro-active in dealing with clients and addressing their needs.



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



50. Ensures client commitments and requirements are met or exceeded



Level of Skill

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46. Satisfies client needs.	15	3.87	80.0	7%	13%	67%	13%	
47. Forms strong client relationships	15	4.07	86.7	13%		53%	33%	
48. Is pro-active in dealing with clients and addressing their needs.	15	4.13	86.7		13%	60%	27%	
49. Obtains feedback to ensure client needs are being met.	15	4.20	86.7	7%	7%	47%	40%	
50. Ensures client commitments and requirements are met or exceeded	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- ___ exemplifies all of these qualities.

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 very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- It's been great working with her.

What do you like best about working with this individual?

- She is very professional and caring in her job
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- ___ 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.
- You could check for clarity in expectations more frequently.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.

What do you like least about working with this individual?

- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- I feel that we would not be such a great place if it wasn't for ___. ___ is the best!!!!!!
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- ___ is a great partner in Systems Implementation.
- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.

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

- ___ has nothing but [CompanyName]'s best interest at heart.
- She is a great manager and person to work for/with.
- She makes me feel like an important and valued team member.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

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

- 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.
- Having a routine for schedule and coming to office more frequently
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- Great year of growth!
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- She consistently involves employees in shared decision making.

Any final comments?

- Works hard to build a team environment.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- She had done amazingly well considering all of the global threats to the product line.
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- ___ treats all employees with respect and in a very professional manner.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.