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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

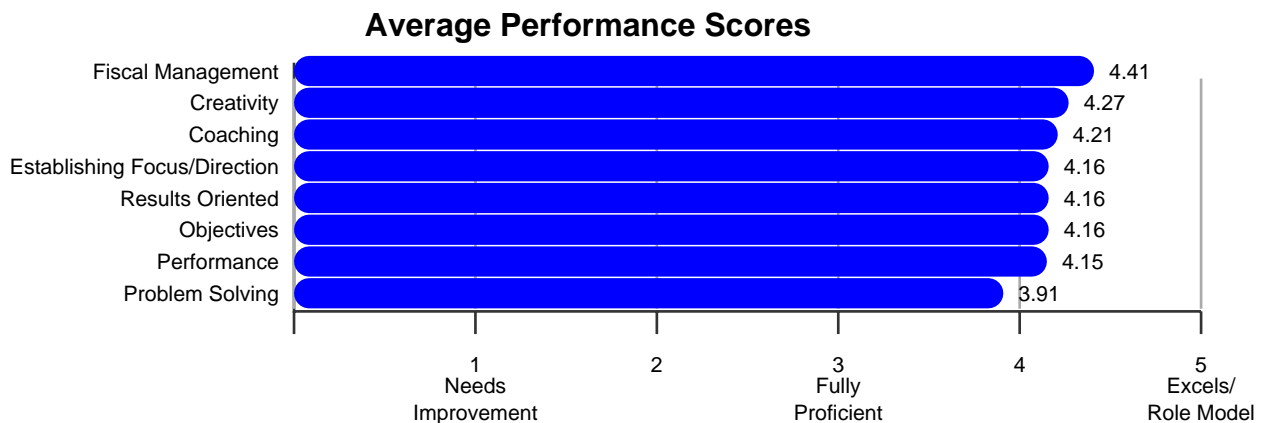
## What to Do with Your Feedback

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

# Summary

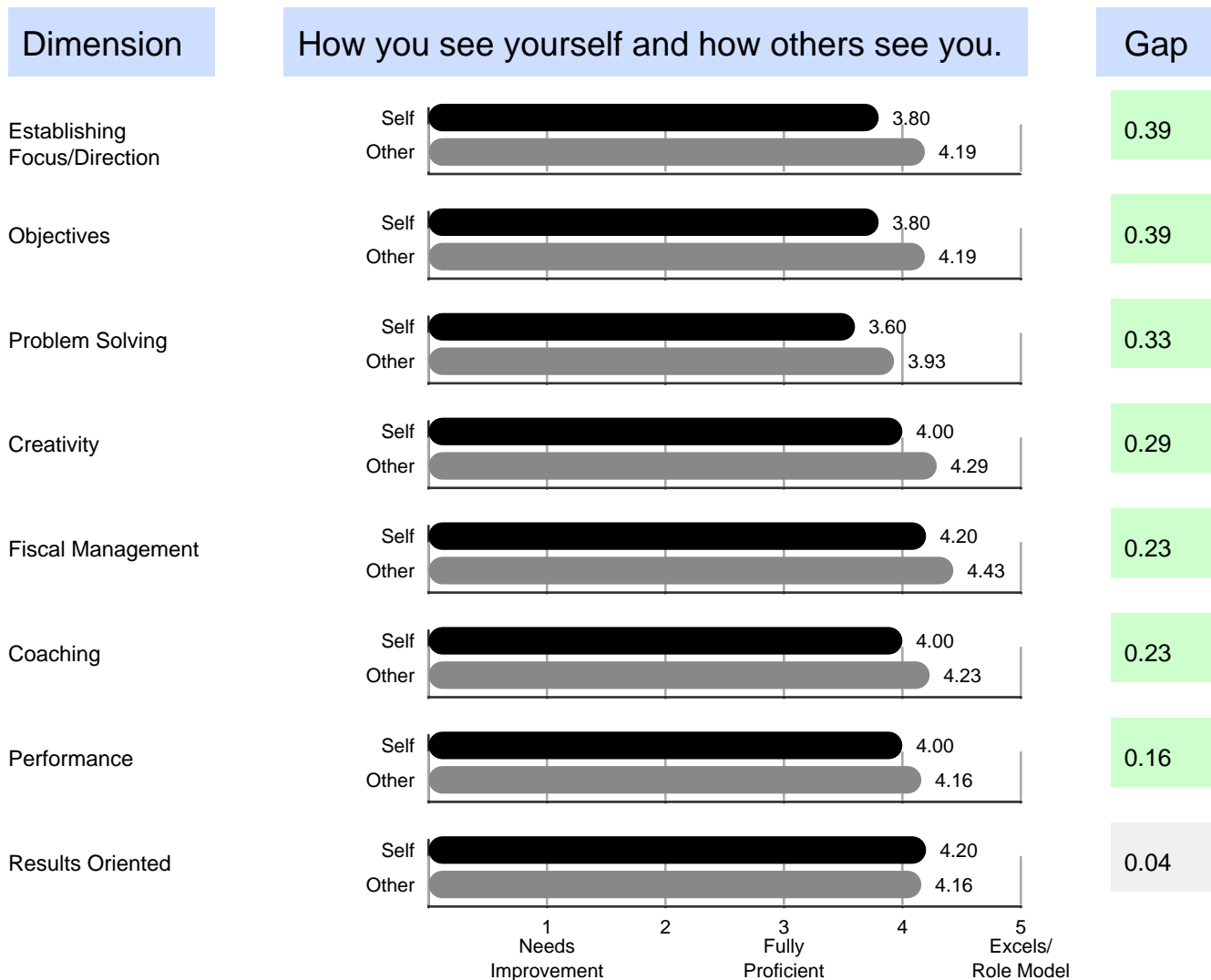
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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



# Gap Analysis

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



# Fiscal Management

## Summary Scores



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



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



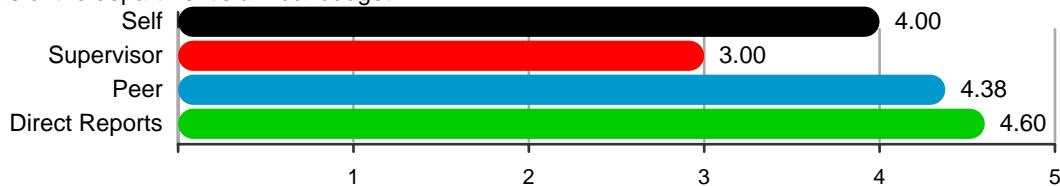
3. Effective in using Company's resources.



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



5. Develops of the department's annual budget.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Monitors expenses and verifies the need for items purchased.	15	4.20	93.3	7%	67%	27%
2. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.87	100.0	13%	87%	
3. Effective in using Company's resources.	15	4.27	93.3	7%	60%	33%
4. Develops budgets and plans for various programs and initiatives.	15	4.40	86.7	13%	33%	53%
5. Develops of the department's annual budget.	15	4.33	93.3	7%	53%	40%

### Comments:

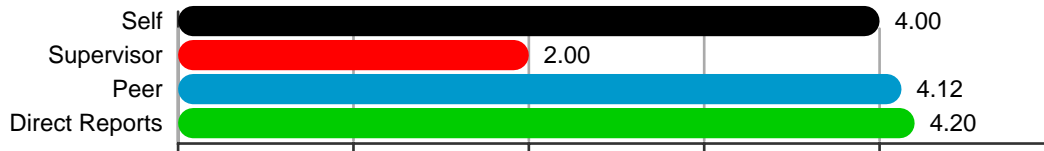
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- He desires to do great work.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- He is open to feedback and actively tries to improve.
- He had done amazingly well considering all of the global threats to the product line.
- \_\_\_\_\_ is determined to help make [CompanyName] successful.

# Creativity

## Summary Scores



### 6. Creates a lot of new ideas.



### 7. Is creative and inspirational.



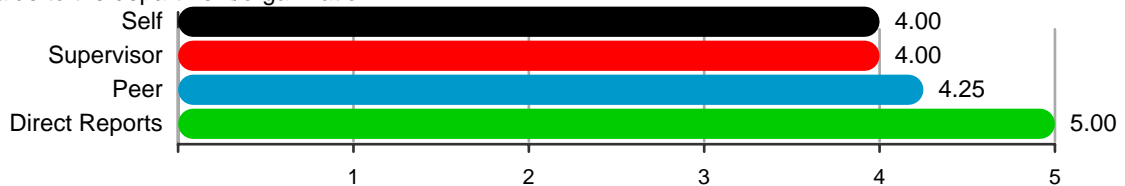
### 8. Develops solutions to challenging problems.



### 9. Is creative.



### 10. Adds value to the department/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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Creates a lot of new ideas.	15	4.00	80.0	7%	13%	53%	27%
7. Is creative and inspirational.	15	4.07	80.0		20%	53%	27%
8. Develops solutions to challenging problems.	15	4.33	93.3	7%		47%	47%
9. Is creative.	15	4.47	93.3	7%		40%	53%
10. Adds value to the department/organization.	15	4.47	93.3	7%		40%	53%

### Comments:

- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.
- I appreciate his dedication to the department employees.
- He is an excellent teammate, great attitude, effort, and energy.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.

## Establishing Focus/Direction

### Summary Scores



### 11. Excellent at managing time.



### 12. Aligns the department's goals with the goals of the organization.



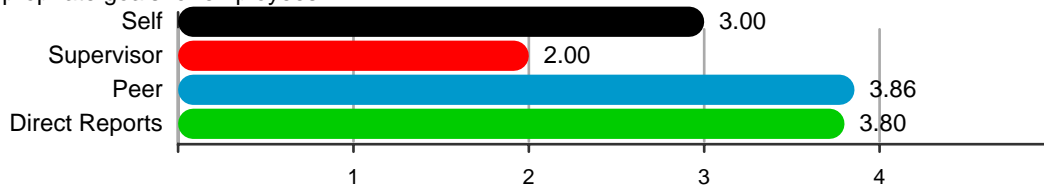
### 13. Helps guide employees with prioritizing tasks.



### 14. Functions well under stress, deadlines, and/or significant workloads.



### 15. Sets appropriate goals for employees.





## Level of Skill

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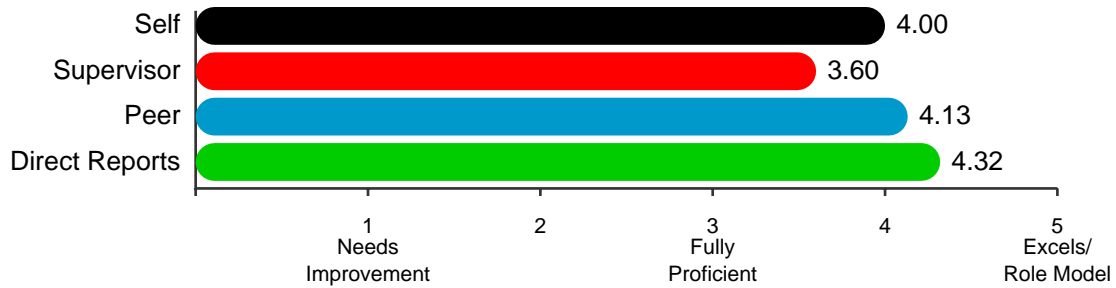
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Excellent at managing time.	15	4.60	100.0	40%	60%	
12. Aligns the department's goals with the goals of the organization.	15	4.27	100.0	73%	27%	
13. Helps guide employees with prioritizing tasks.	15	4.33	100.0	67%	33%	
14. Functions well under stress, deadlines, and/or significant workloads.	15	3.93	73.3	27%	53%	20%
15. Sets appropriate goals for employees.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- Management skills progressing well with experience.
- When I bring a problem to \_\_\_\_\_ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- He holds everyone to such a high standard, you don't want to disappoint him.
- \_\_\_\_\_ has been very supportive as a supervisor.
- \_\_\_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.

# Performance

## Summary Scores



### 16. Works effectively in the department.



### 17. Has great overall performance



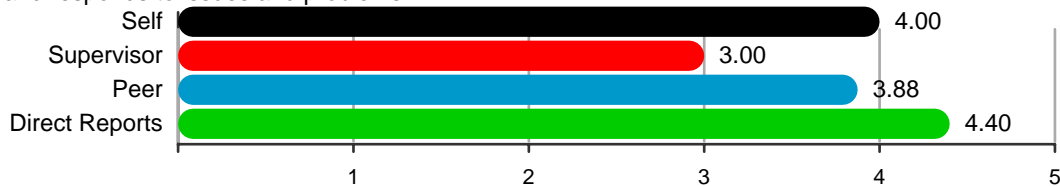
### 18. Sets a high standard for job performance.



### 19. ...Overall Performance



### 20. Listens and responds to issues and problems



## Level of Skill

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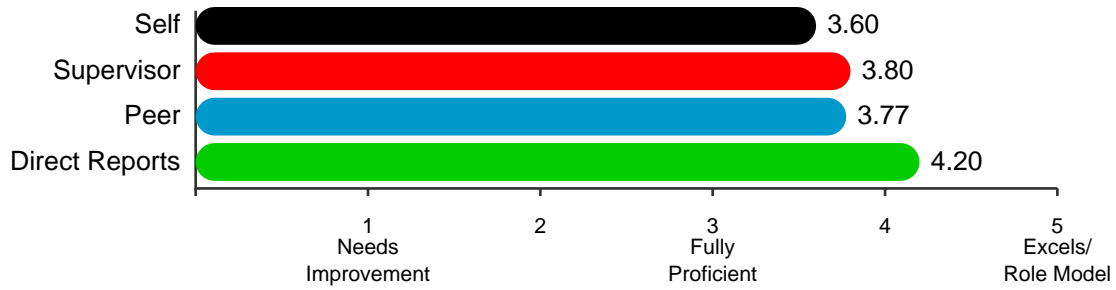
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Works effectively in the department.	15	4.33	86.7	13%	40%	47%	
17. Has great overall performance	15	4.27	93.3	7%	60%	33%	
18. Sets a high standard for job performance.	14	4.00	92.9	7%	86%	7%	
19. ...Overall Performance	14	4.14	85.7	7%	7%	50%	36%
20. Listens and responds to issues and problems	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Has the experience needed.
- He is trustworthy, dependable, positive attitude, and team focused.
- \_\_\_\_\_ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- He is very professional and caring in his job

# Problem Solving

## Summary Scores



21. Ability to solve problems at root cause rather than at symptom level.



22. Implements effective solutions to critical problems.



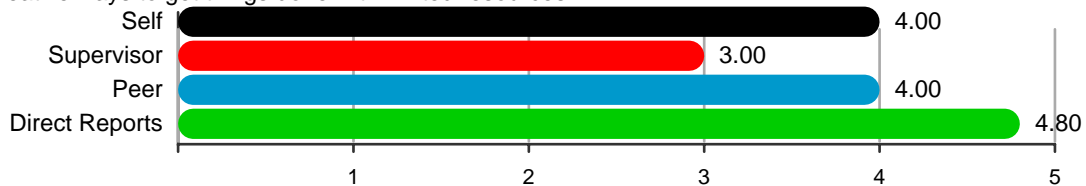
23. Understands the root causes of problems.



24. Ability to develop innovative solutions to problems.



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



## Level of Skill

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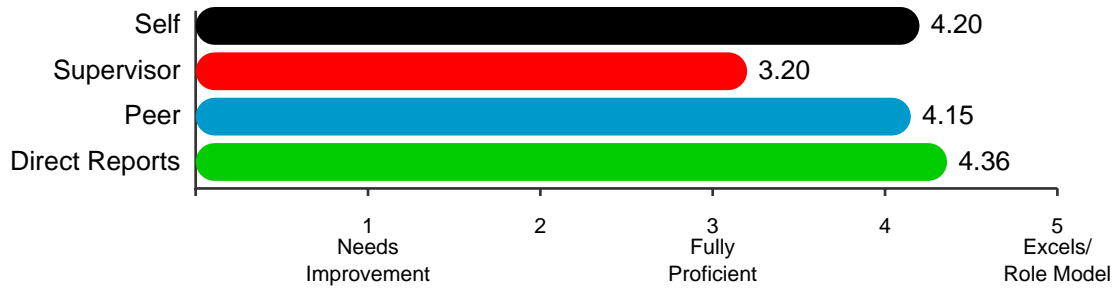
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Ability to solve problems at root cause rather than at symptom level.	15	4.00	66.7	13%	20%	20%	47%
22. Implements effective solutions to critical problems.	15	3.47	53.3	13%	33%	47%	7%
23. Understands the root causes of problems.	15	3.60	66.7	13%	20%	60%	7%
24. Ability to develop innovative solutions to problems.	15	4.27	86.7	7%	7%	40%	47%
25. Finds creative ways to get things done with limited resources.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

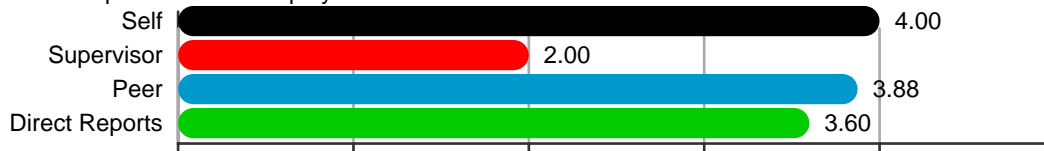
- \_\_\_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- He make sure the team effort not only succeed on paper.
- \_\_\_\_\_ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.
- You can count on \_\_\_\_\_ to be honest and stay true to committments.
- He gives you confidence knowing he always has your back.
- \_\_\_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

# Results Oriented

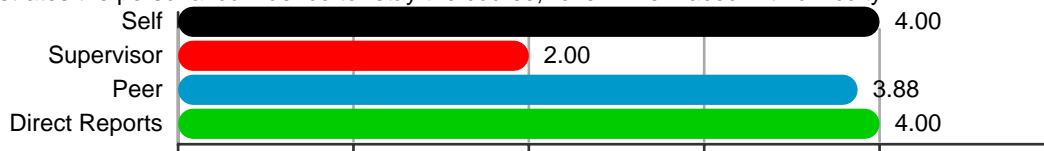
## Summary Scores



26. Provides clear expectations for employees.



27. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



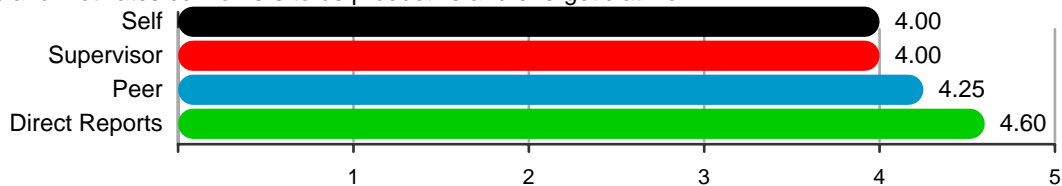
28. Encourages a high-energy, fun work environment and coaches others on how to do the same



29. Explains the "whys" behind organizational objectives



30. Inspires and motivates co-workers to be productive and energetic at work



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

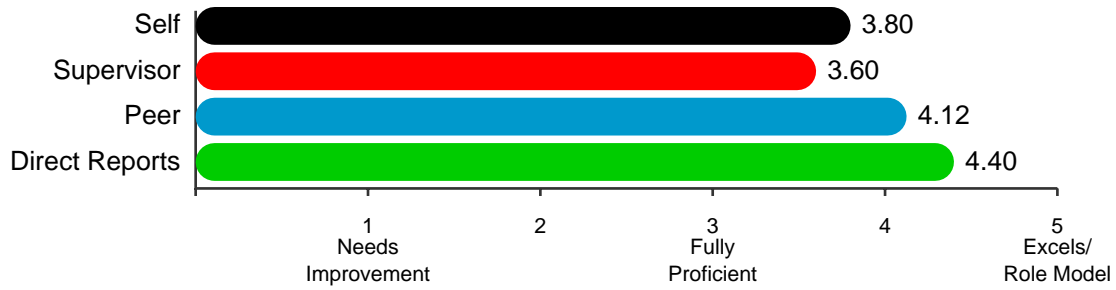
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Provides clear expectations for employees.	15	3.67	66.7	20%	13%	47%		20%
27. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.80	73.3	20%	7%	47%		27%
28. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	4.33	86.7	13%		40%		47%
29. Explains the "whys" behind organizational objectives	15	4.67	100.0			33%		67%
30. Inspires and motivates co-workers to be productive and energetic at work	15	4.33	100.0			67%		33%

### Comments:

- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- Attitude is there; however, follow through is lacking at times.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- \_\_\_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- He could improve with a take charge attitude.
- I am very surprised and impressed with \_\_\_\_\_ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.

# Objectives

## Summary Scores



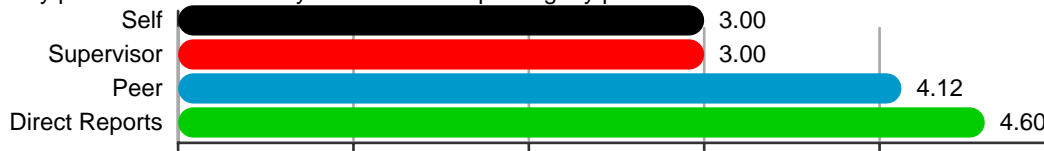
### 31. Establishes goals and objectives.



### 32. Effectively organizes resources and plans



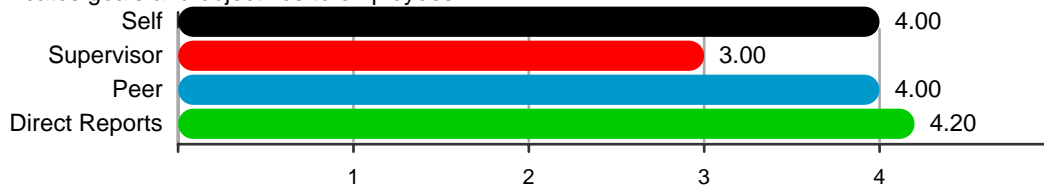
### 33. Consistently provides me with timely feedback for improving my performance.



### 34. Organizes and schedules events, activities, and resources.



### 35. Communicates goals and objectives to employees.





## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

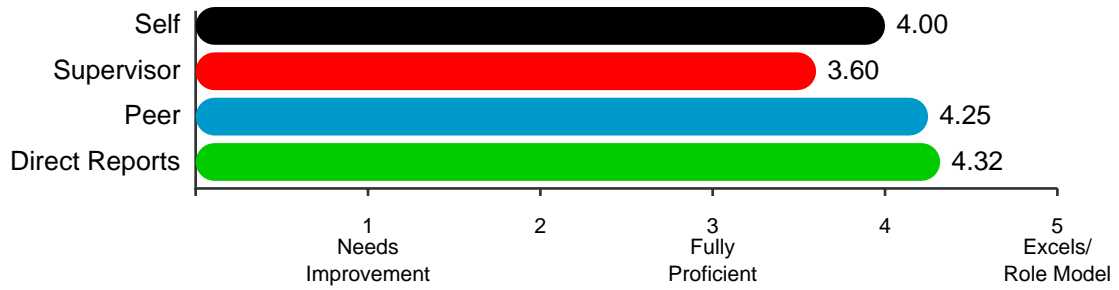
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Establishes goals and objectives.	15	4.07	80.0	20%	53%	27%
32. Effectively organizes resources and plans	15	4.47	100.0		53%	47%
33. Consistently provides me with timely feedback for improving my performance.	15	4.13	80.0	20%	47%	33%
34. Organizes and schedules events, activities, and resources.	15	4.13	86.7	13%	60%	27%
35. Communicates goals and objectives to employees.	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- Where do I even start to articulate how much I value about working with \_\_\_\_\_? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as \_\_\_\_\_ is.
- It shows that \_\_\_\_\_ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- As I have indicated above, \_\_\_\_\_ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate \_\_\_\_\_'s engagement since last month and I am hopeful that he will grow in his leadership role.
- \_\_\_\_\_ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, \_\_\_\_\_ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.

# Coaching

## Summary Scores



36. Provides clear, motivating, and constructive feedback.



37. Conducts regular performance appraisals and feedback.



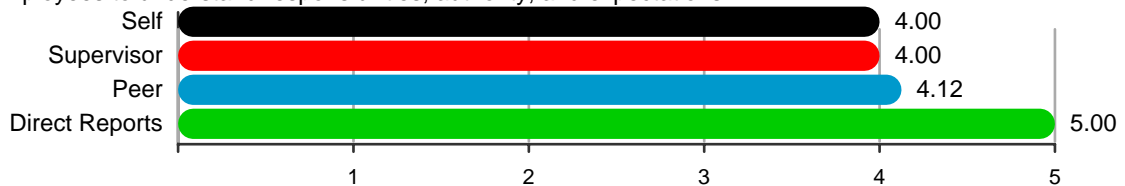
38. Meets regularly with employees to coach them on areas that will enhance their performance



39. Helps employees to maintain high personal standards.



40. Helps employees to understand responsibilities, authority, and expectations.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Provides clear, motivating, and constructive feedback.	15	4.33	100.0			67%		33%
37. Conducts regular performance appraisals and feedback.	15	3.93	80.0	13%	7%	53%		27%
38. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.27	86.7	13%		47%		40%
39. Helps employees to maintain high personal standards.	15	4.13	86.7	13%		60%		27%
40. Helps employees to understand responsibilities, authority, and expectations.	15	4.40	93.3	7%		47%		47%

### Comments:

- \_\_\_\_\_ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- Our organization is a better place because of his and his future focus.
- \_\_\_\_\_ is the absolute definition of team player.
- \_\_\_\_\_ is very approachable and ensures the best for all employees in the department.
- I appreciate \_\_\_\_\_'s willingness to share his knowledge with our team.

## 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?

- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- He has a calm demeanor and willingness to help with anything.
- \_\_\_\_\_ collaborates well with other departments and managers.
- \_\_\_\_\_ is the absolute definition of team player.
- We are striving to meet best practice standards.
- Improvement should come over time. There is potential which is present.

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

- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_\_\_'s work.
- He won't settle for less.
- \_\_\_\_\_ is a great leader and is committed to his role here at [CompanyName]!
- I like that he challenges me.

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

- I think he is the kind of manager our department has needed and will continue to need.
- I can't think of a single thing \_\_\_\_\_ could improve upon.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- \_\_\_\_\_ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- \_\_\_\_\_ has a lot of knowledge in competency models and is passing that on to his teams.

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

- \_\_\_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.
- He could improve with a take charge attitude.
- He consistently helps us in problem solving a variety of issues.
- I love how he is always open to approach with any questions I have, no matter the hour.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

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

- He is a real advocate for the customers. Excellent department and computer skills
- \_\_\_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- \_\_\_\_\_ has a good perspective on the organization as a whole.
- \_\_\_\_\_ is the best employee the department has employed.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- I appreciate his helpful and cheerful outlook!

### Any final comments?

- \_\_\_\_\_ is a tremendous leader in our organization.
- \_\_\_\_\_ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.
- \_\_\_\_\_ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- He has created a highly engaged team and manages a diverse group of individuals very well.