



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

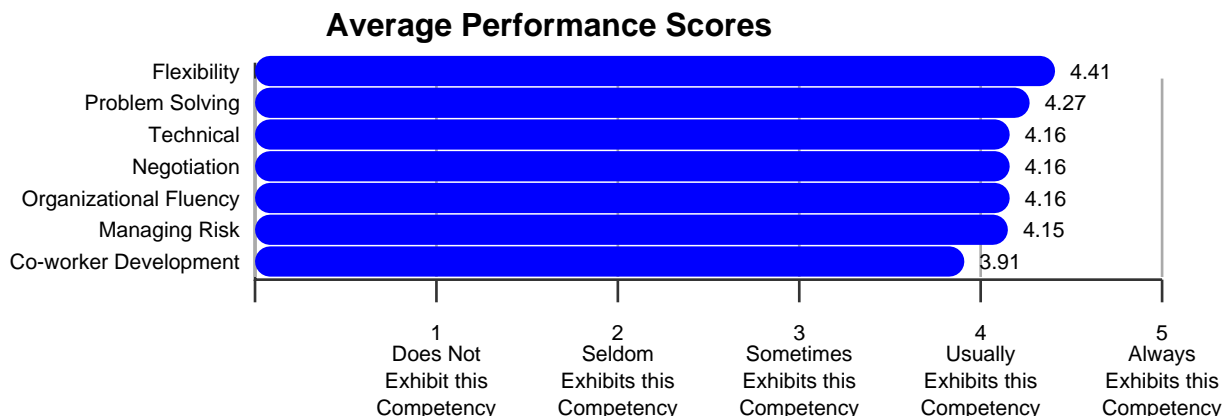
What to Do with Your Feedback

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

Summary

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

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



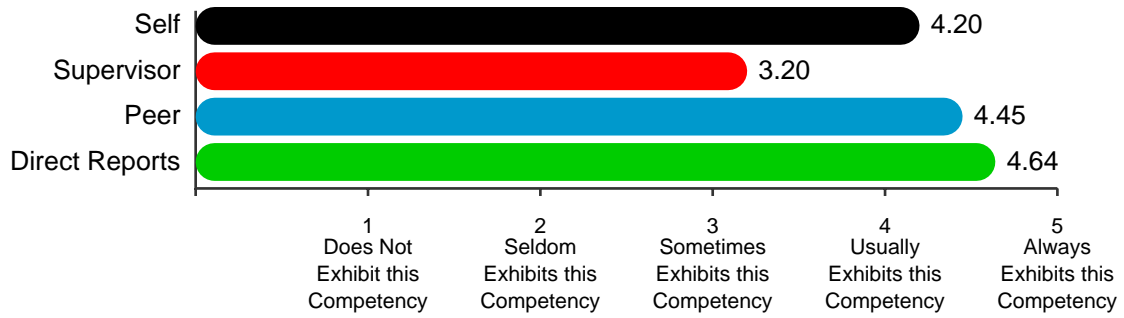
Gap Analysis

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



Flexibility

Summary Scores



1. Able to adapt to new situations.



2. Can handle changes without complaining.



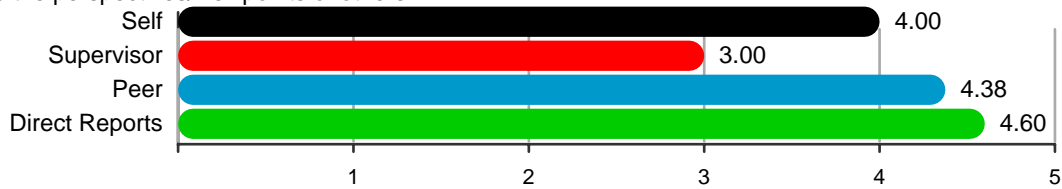
3. Willing to try new ideas.



4. Identifies new opportunities to achieve goals



5. Open to the perspectives/viewpoints of others.



Level of Skill

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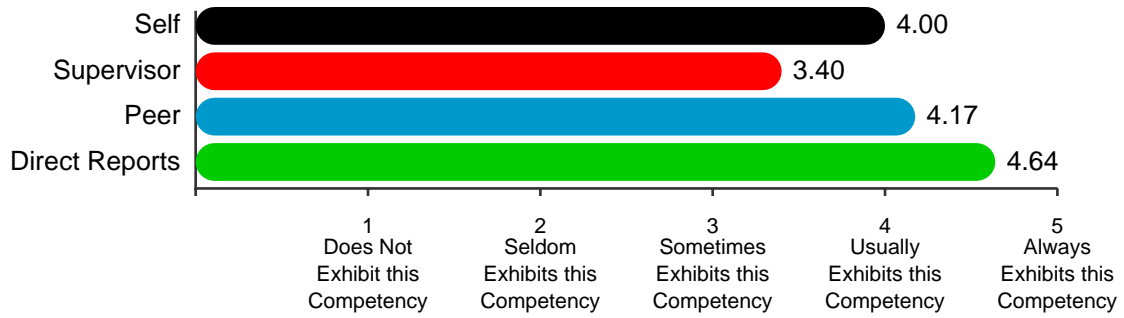
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Able to adapt to new situations.	15	4.20	93.3	7%		67%		27%
2. Can handle changes without complaining.	15	4.87	100.0	13%		87%		
3. Willing to try new ideas.	15	4.27	93.3	7%		60%		33%
4. Identifies new opportunities to achieve goals	15	4.40	86.7	13%	33%		53%	
5. Open to the perspectives/viewpoints of others.	15	4.33	93.3	7%		53%		40%

Comments:

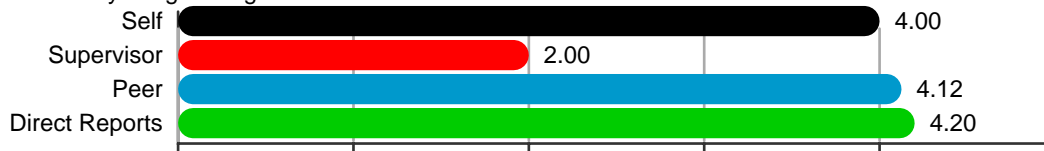
- Increase in confidence. Being willing to lean into the uncomfortable.
- She is a great teammate.
- What I like is her standard line what resources do you need from me to make this work?
- Attitude is there; however, follow through is lacking at times.
- ___ works to keep up but a lot of new concepts.
- 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.

Problem Solving

Summary Scores



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



7. Identifies fresh approaches and shows a willingness to question traditional assumptions.



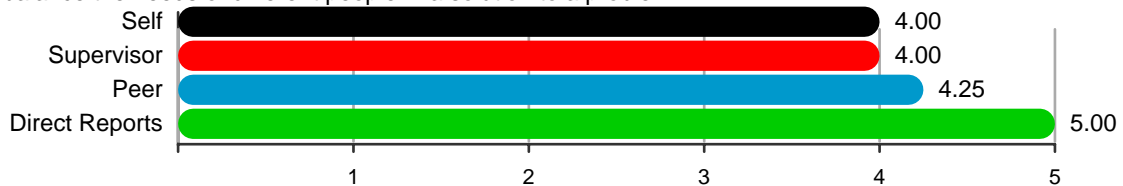
8. Is a good problem solver and decision maker



9. Generates alternative solutions to problems and challenges.



10. Able to balance the needs of different people in a solution to a problem.



Level of Skill

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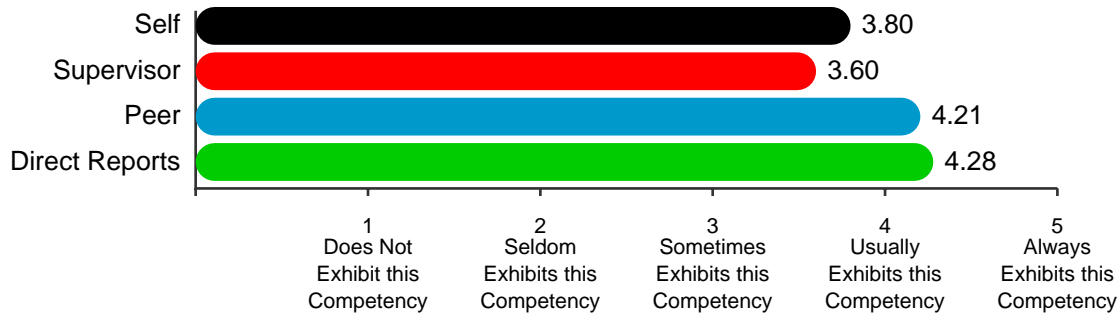
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Finds creative ways to get things done with limited resources.	15	4.00	80.0	7%	13%	53%	27%	
7. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	4.07	80.0		20%	53%	27%	
8. Is a good problem solver and decision maker	15	4.33	93.3	7%	47%		47%	
9. Generates alternative solutions to problems and challenges.	15	4.47	93.3	7%	40%		53%	
10. Able to balance the needs of different people in a solution to a problem.	15	4.47	93.3	7%	40%		53%	

Comments:

- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- 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.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- She is, quite simply, the best boss I've ever had.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.

Technical

Summary Scores



11. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



12. Willingly shares his/her technical expertise; sought out as resource by others



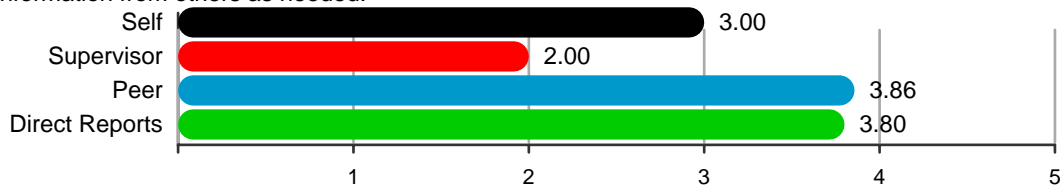
13. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



14. Demonstrates mastery of the technical competencies required in his/her work.



15. Seeks information from others as needed.



Level of Skill

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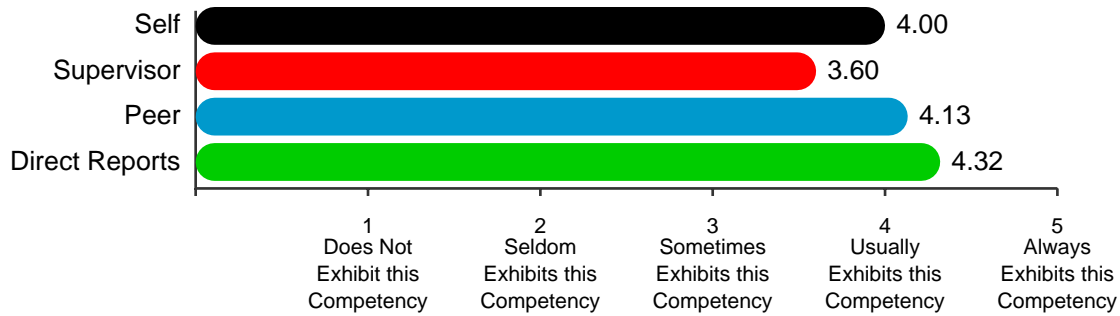
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.60	100.0			40%	60%	
12. Willingly shares his/her technical expertise; sought out as resource by others	15	4.27	100.0			73%		27%
13. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.33	100.0			67%	33%	
14. Demonstrates mastery of the technical competencies required in his/her work.	15	3.93	73.3	27%		53%		20%
15. Seeks information from others as needed.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- ___ does a great job of keeping the lines of communication and this is appreciated.
- Take charge without feeling like you need approval.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- She consistently involves employees in shared decision making.

Managing Risk

Summary Scores



16. Is aware of process safety management.



17. Performs regular risk analyses to minimize adverse outcomes.



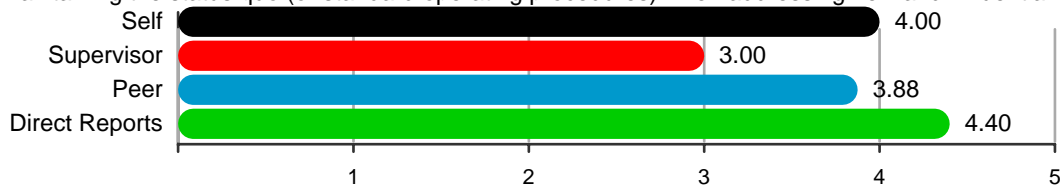
18. Creates informative guides regarding potential risks and risky behaviors.



19. Seeks to maintain the long-term viability of the Company.



20. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.



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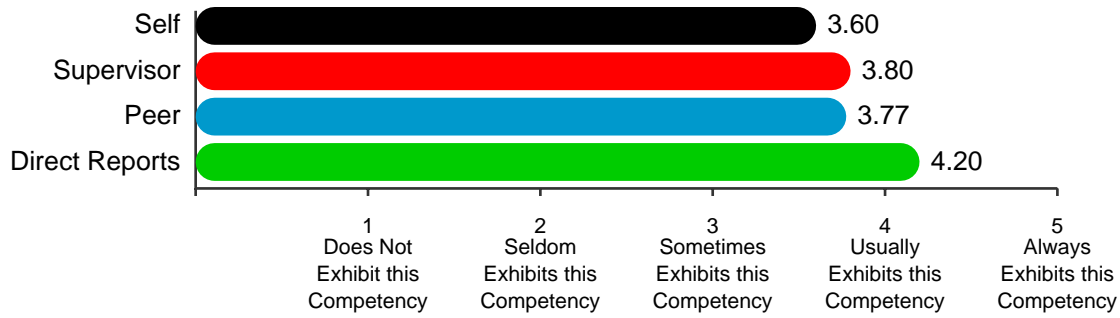
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Is aware of process safety management.	15	4.33	86.7	13%	40%	47%		
17. Performs regular risk analyses to minimize adverse outcomes.	15	4.27	93.3	7%	60%	33%		
18. Creates informative guides regarding potential risks and risky behaviors.	14	4.00	92.9	7%	86%	7%		
19. Seeks to maintain the long-term viability of the Company.	14	4.14	85.7	7%	7%	50%	36%	
20. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- 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.
- Lean on team to help reduce burden and establish clear expectations.
- I appreciate that my leader keeps her focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.

Co-worker Development

Summary Scores



21. Sets and clearly communicates expectations, performance goals, and measurements to others



22. Adapts coaching and mentoring approach to meet the style or needs of individuals



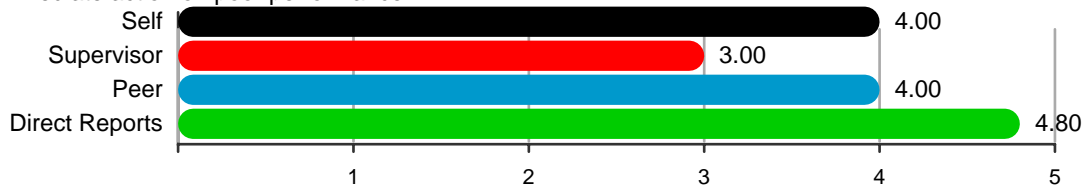
23. Works to identify root causes of performance problems



24. Gives others development opportunities through project assignments and increased job responsibilities



25. Takes immediate action on poor performance



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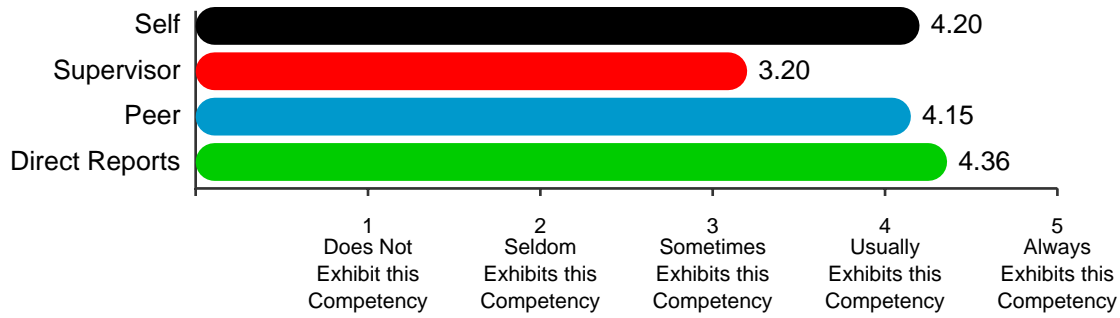
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.00	66.7	13%	20%	20%	47%	
22. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.47	53.3	13%	33%	47%	7%	
23. Works to identify root causes of performance problems	15	3.60	66.7	13%	20%	60%	7%	
24. Gives others development opportunities through project assignments and increased job responsibilities	15	4.27	86.7	7%	7%	40%	47%	
25. Takes immediate action on poor performance	15	4.20	80.0	7%	13%	33%	47%	

Comments:

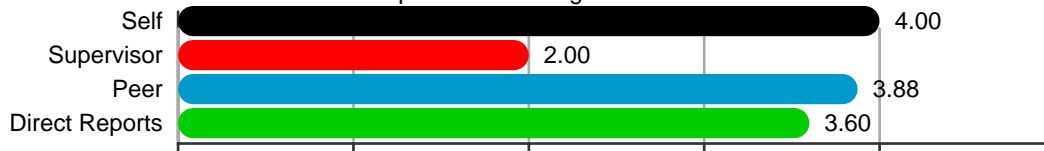
- She is beginning to reach out to the other managers more, and it is appreciated.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. ___ is a great mentor and example to those she supervises.
- ___ exceeds in above in all she does.
- She is an excellent problem solver.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.

Negotiation

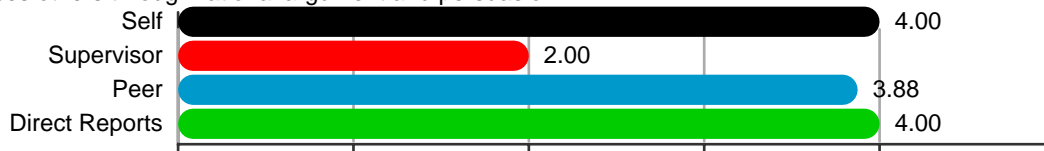
Summary Scores



26. Maintains communication channels between parties in the negotiation.



27. Influences others through rational argument and persuasion.



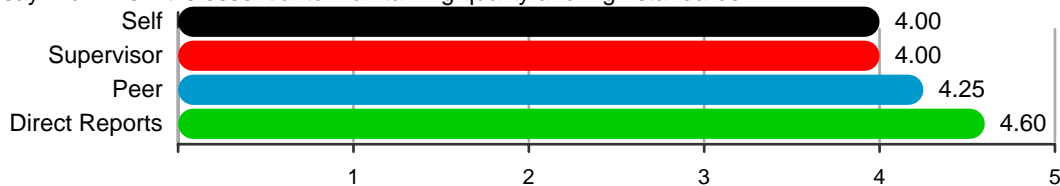
28. Able to control their emotional responses and correctly gauge the emotions of others.



29. Leverages relationships with others to achieve goals.



30. Able to say "no" when it is essential to maintaining quality and high standards.



Level of Skill

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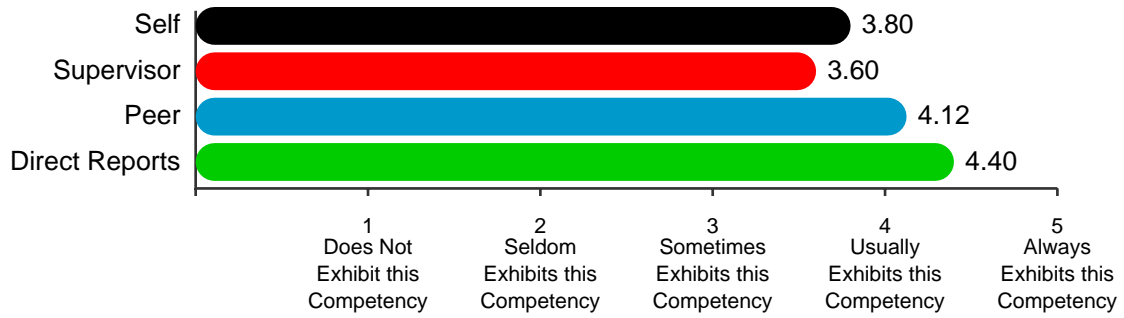
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Maintains communication channels between parties in the negotiation.	15	3.67	66.7	20%	13%	47%	20%	
27. Influences others through rational argument and persuasion.	15	3.80	73.3	20%	7%	47%	27%	
28. Able to control their emotional responses and correctly gauge the emotions of others.	15	4.33	86.7	13%	40%	47%		
29. Leverages relationships with others to achieve goals.	15	4.67	100.0		33%	67%		
30. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.33	100.0		67%	33%		

Comments:

- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- Our desire to improve loss rates has been encouraged and supported by ___.
- Uses visual aids to communicate progress to your team.
- Improvement should come over time. There is potential which is present.

Organizational Fluency

Summary Scores



31. Able to explain departmental policies and procedures to others.



32. Able to deal with sensitive issues with tact and professionalism.



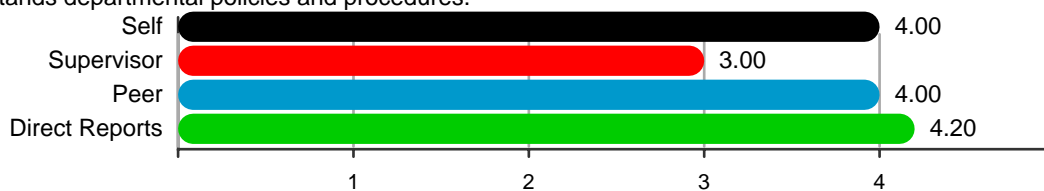
33. Effective in communicating with others within the organization.



34. Able to use corporate politics to advance department objectives.



35. Understands departmental policies and procedures.



Level of Skill

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31. Able to explain departmental policies and procedures to others.	15	4.07	80.0	20%		53%		27%
32. Able to deal with sensitive issues with tact and professionalism.	15	4.47	100.0		53%		47%	
33. Effective in communicating with others within the organization.	15	4.13	80.0	20%		47%		33%
34. Able to use corporate politics to advance department objectives.	15	4.13	86.7	13%		60%		27%
35. Understands departmental policies and procedures.	15	4.00	80.0	20%		60%		20%

Comments:

- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- Has a "go getter" attitude!
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- ___ is a very effective leader and a role model for other leaders.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- ___ makes great hiring choices. she is clear on what needs to be done.

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?

- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Strive for excellence. Willing to learn. Implement advice from others.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.

What do you like best about working with this individual?

- I find her to be a stellar asset to our team at [CompanyName].
- Does well in most technical skills and is willing to learn anything that is new
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- I wish I had 5 more years to learn from ___. She teaches me with every interaction.
- I really enjoy working with ___. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.

What do you like least about working with this individual?

- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- She is open to feedback and actively tries to improve.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- Provides reinforcement and feedback within the context of the overall business strategy.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.

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

- She would benefit from soliciting more feedback and pushing others to do more.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Confidence is the only thing I think she needs to improve on.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- ___ is by far a leader in the service area.

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

- Personality. Great Mentor and Leader. Talented.
- She is very supportive of cross training and learning new skills.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- I feel ___ always has the customer's best interest at heart.
- 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 likly 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.
- ___ 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.

Any final comments?

- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- We have made improvements in our documentation and have decreased duplicate reporting.
- She encourages staff skill development and input to improve department processes
- She has also greatly improved her communication.