



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

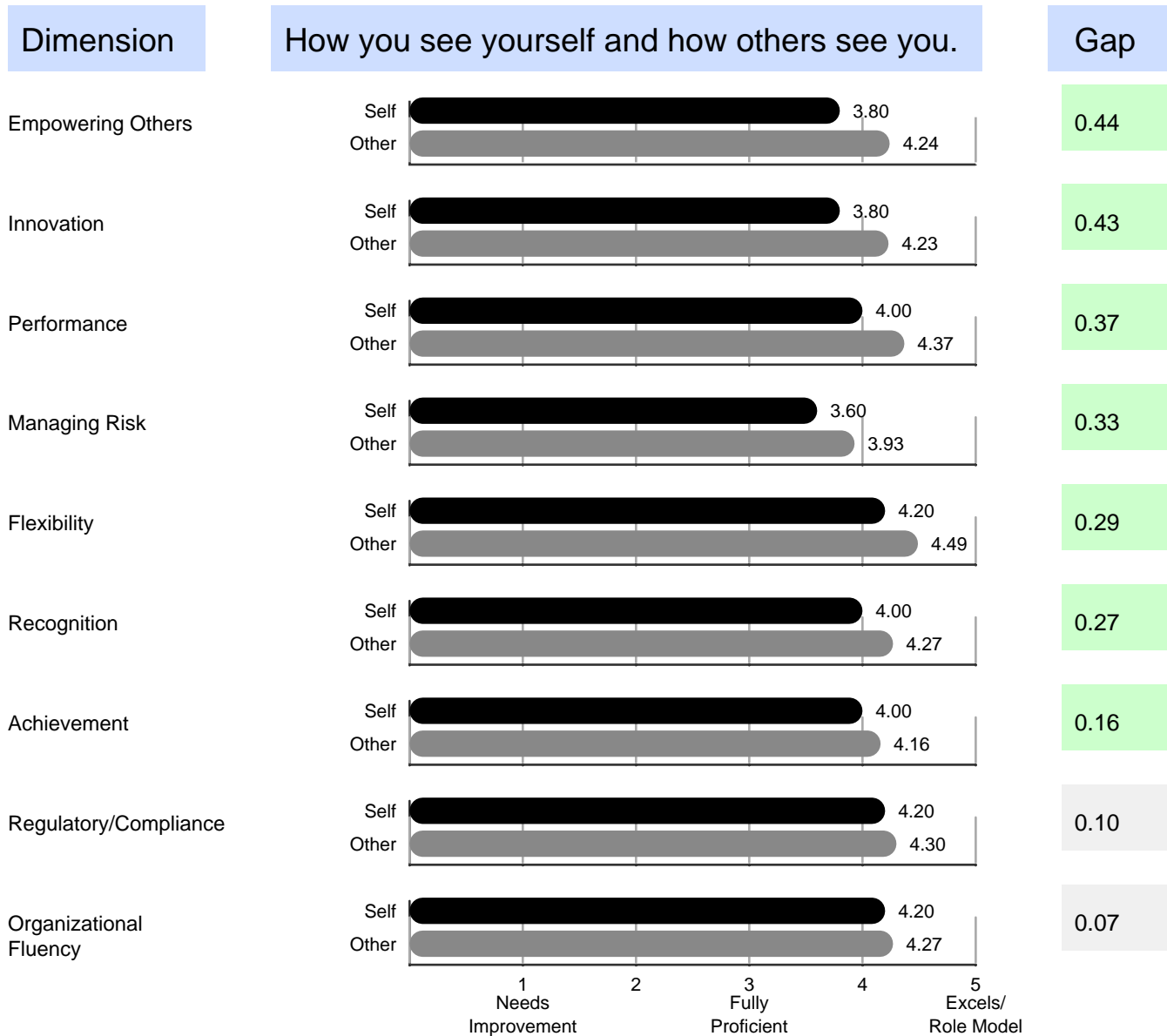
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



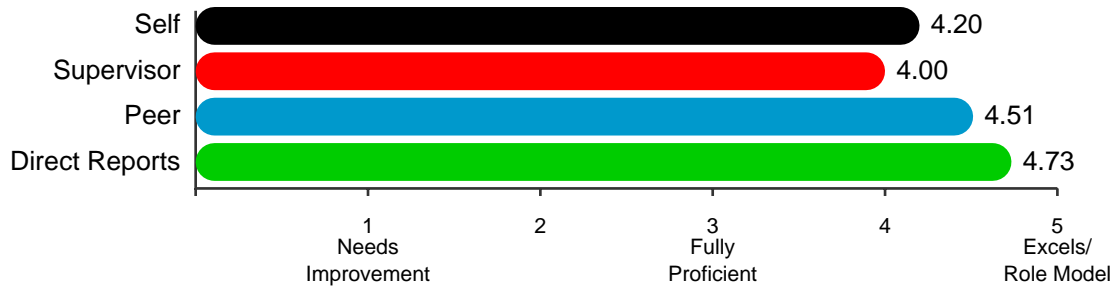
Gap Analysis

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. Open to the perspectives/viewpoints of others.



2. Effective in incorporating new ideas.



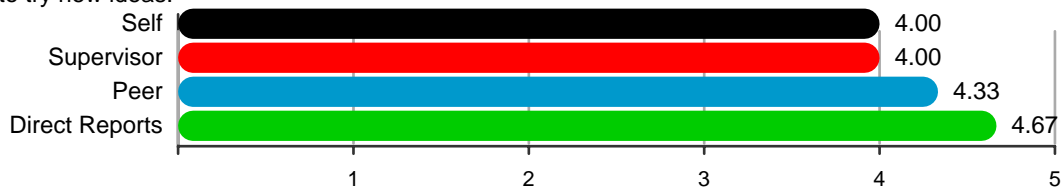
3. Implements changes as a result of having listened to employees



4. Can handle changes without complaining.



5. Willing to try new ideas.



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).

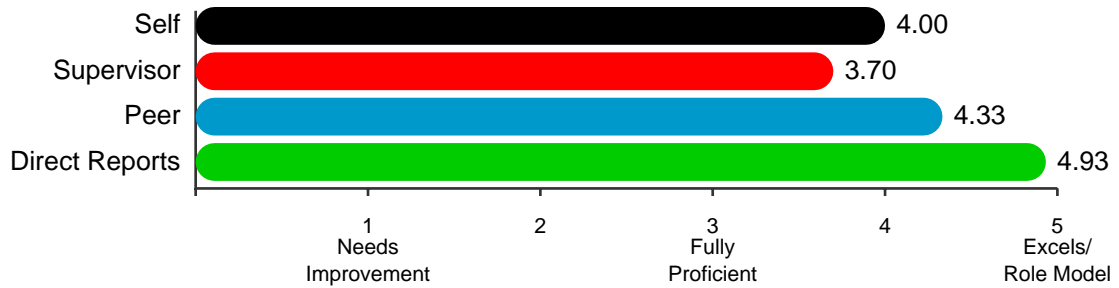
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Open to the perspectives/viewpoints of others.	15	4.20	93.3	7%	67%	27%
2. Effective in incorporating new ideas.	15	4.87	100.0	13%	87%	
3. Implements changes as a result of having listened to employees	15	4.33	93.3	7%	53%	40%
4. Can handle changes without complaining.	15	4.60	93.3	7%	27%	67%
5. Willing to try new ideas.	15	4.33	93.3	7%	53%	40%

Comments:

- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- 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 her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- She strives to be an effective and available leader.
- I appreciate her commitment in this area.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

Performance

Summary Scores



6. Has great overall performance



7. Effective in performing his/her job.



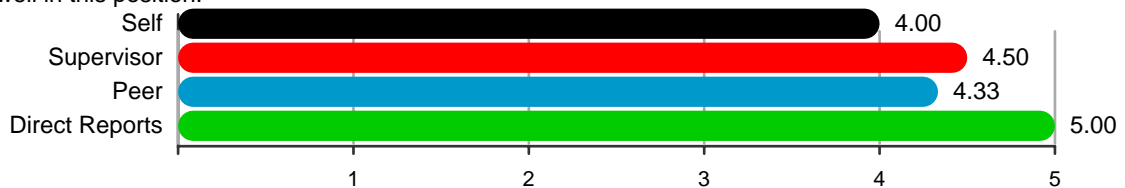
8. ...Produce Quality



9. Listens and responds to issues and problems



10. Works well in this position.



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).

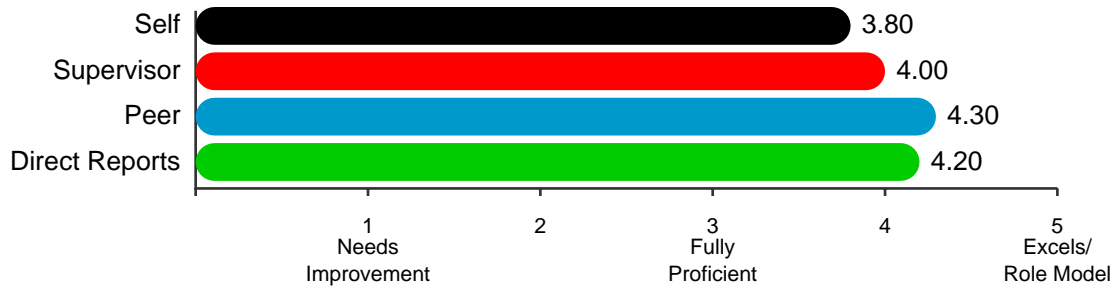
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
6. Has great overall performance	15	4.20	93.3	7%	60%	33%
7. Effective in performing his/her job.	15	4.20	86.7	13%	53%	33%
8. ...Produce Quality	15	4.40	93.3	7%	47%	47%
9. Listens and responds to issues and problems	15	4.47	93.3	7%	40%	53%
10. Works well in this position.	15	4.47	93.3	7%	40%	53%

Comments:

- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- 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.
- ___ has grown and proven herself to be an effective leader in the imaging department.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.

Innovation

Summary Scores



11. Encourages open communication to ensure that all proposals are considered.



12. Suggests new ideas at meetings.



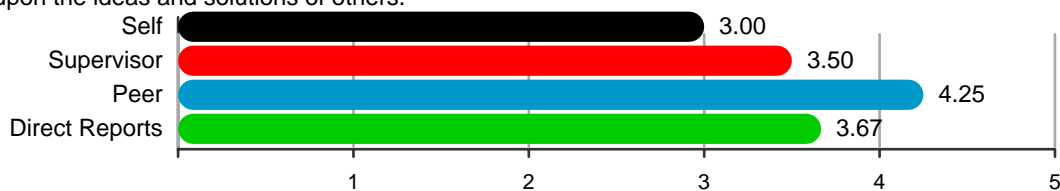
13. Implements best practices within the department.



14. Searches for opportunities and innovative ways to improve the organization.



15. Builds upon the ideas and solutions of others.



Level of Skill

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

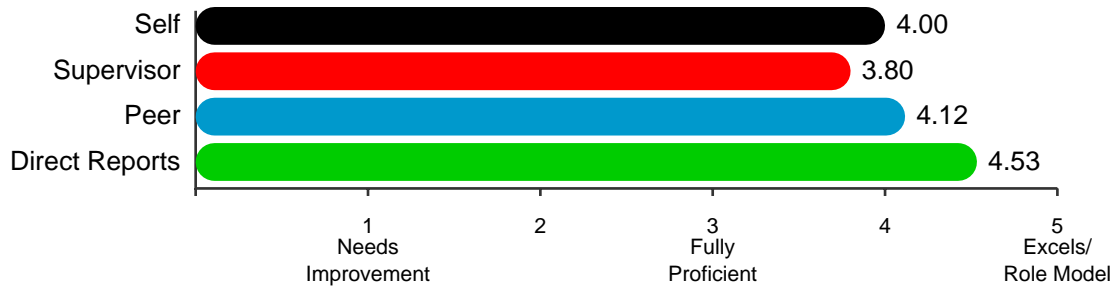
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Encourages open communication to ensure that all proposals are considered.	15	4.53	100.0		47%		53%	
12. Suggests new ideas at meetings.	15	4.27	100.0		73%		27%	
13. Implements best practices within the department.	15	4.33	100.0		67%		33%	
14. Searches for opportunities and innovative ways to improve the organization.	15	3.93	73.3		27%	53%	20%	
15. Builds upon the ideas and solutions of others.	14	3.93	71.4	7%	21%	43%	29%	

Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- Delegates often with little to no direction.
- ___ 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.

Achievement

Summary Scores



16. Eliminates bureaucratic barriers to streamline processes.



17. Completes work to a high technical standard



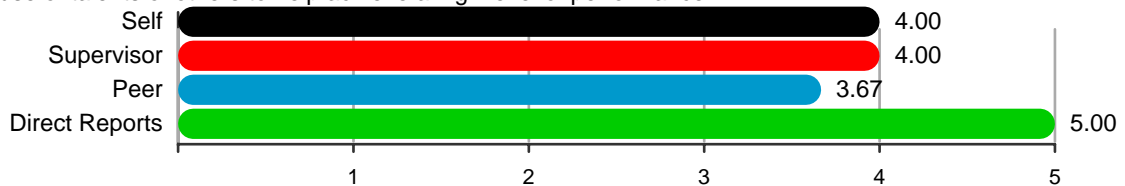
18. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.



19. Sets challenging goals for the department.



20. Makes use of talents of others to help achieve a high level of performance.



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).

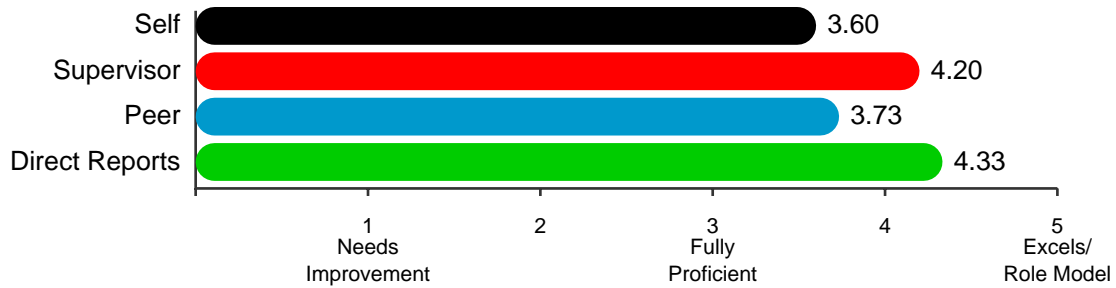
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Eliminates bureaucratic barriers to streamline processes.	15	4.33	86.7	13%	40%	47%	
17. Completes work to a high technical standard	15	4.20	86.7	13%	53%	33%	
18. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	14	3.93	92.9	7%	86%	7%	
19. Sets challenging goals for the department.	14	4.29	92.9	7%	50%	43%	
20. Makes use of talents of others to help achieve a high level of performance.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- She has been a great addition to the company.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Her quality of work is good.

Managing Risk

Summary Scores



21. Creates a risk profile for projects and teams.



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



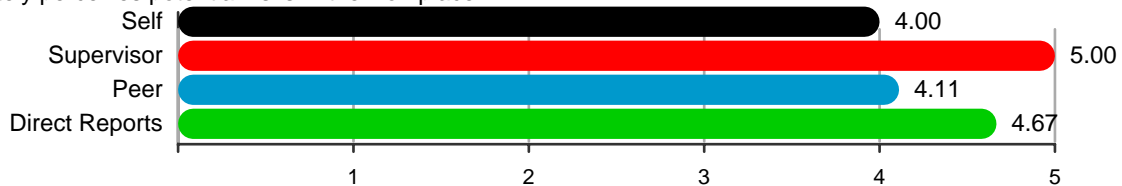
23. Is knowledgeable of standard risk management principles.



24. Creates a risk management strategy for the organization.



25. Accurately perceives potential risks in the workplace.



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).

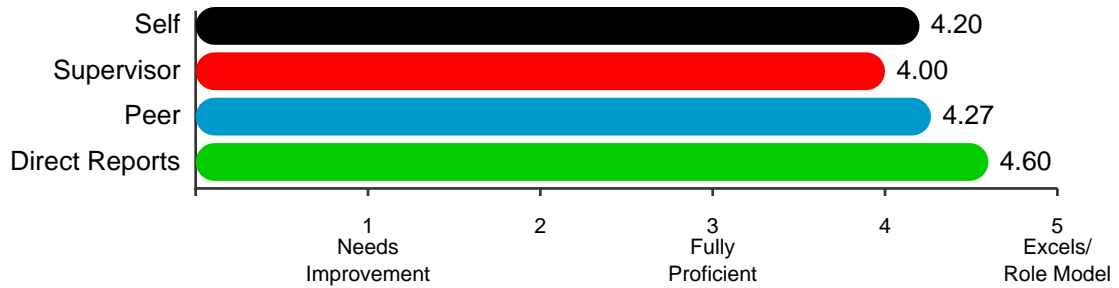
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Creates a risk profile for projects and teams.	15	3.93	66.7	13%	20%	27%		40%
22. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	3.47	53.3	13%	33%	47%		7%
23. Is knowledgeable of standard risk management principles.	15	3.60	66.7	13%	20%	60%		7%
24. Creates a risk management strategy for the organization.	15	4.20	86.7	7%	7%	47%		40%
25. Accurately perceives potential risks in the workplace.	15	4.33	86.7	7%	7%	33%		53%

Comments:

- She is in an often times impossible position and is doing well all things considered
- Initiative, attitude, and willingness to pitch in.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- 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.
- ___ is an excellent communicator and is very open and supportive to her staff.

Regulatory/Compliance

Summary Scores



26. Offers training to employees to ensure they are complying with regulations.



27. Maintains compliance with federal, state, and local laws.



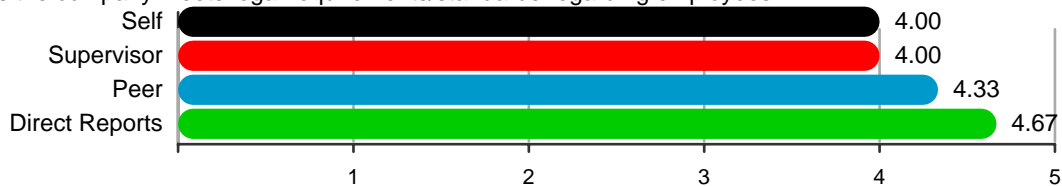
28. Maintains a state of readiness to address new and changing regulations and procedures.



29. Is aware of federal and local laws affecting employees.



30. Ensures the company meets legal requirements/standards regarding 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).

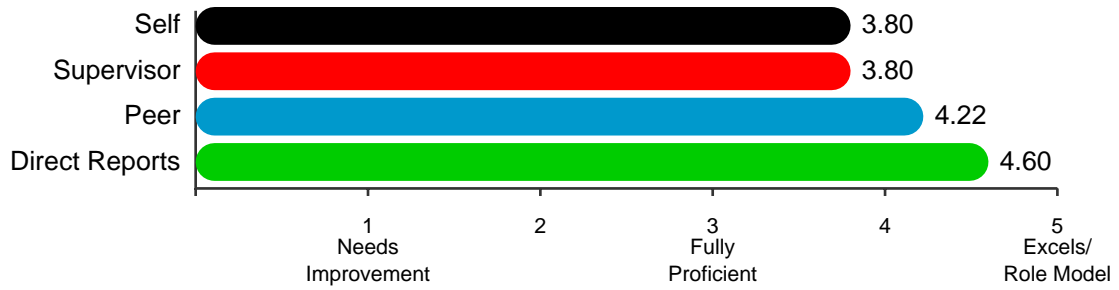
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Offers training to employees to ensure they are complying with regulations.	15	3.87	73.3	13%	13%	47%	27%
27. Maintains compliance with federal, state, and local laws.	15	4.07	80.0	7%	13%	47%	33%
28. Maintains a state of readiness to address new and changing regulations and procedures.	15	4.53	100.0			47%	53%
29. Is aware of federal and local laws affecting employees.	15	4.67	100.0			33%	67%
30. Ensures the company meets legal requirements/standards regarding employees.	15	4.33	100.0			67%	33%

Comments:

- ___ is very sharp and plays a vital role in this organization
- Information is given concisely at meetings, and her explanations of all information is very clear.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- There are two items above that will be part of my goals for the coming year.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.

Empowering Others

Summary Scores



31. Allows individuals to be responsible for their decisions.



32. Expresses confidence in the abilities of others.



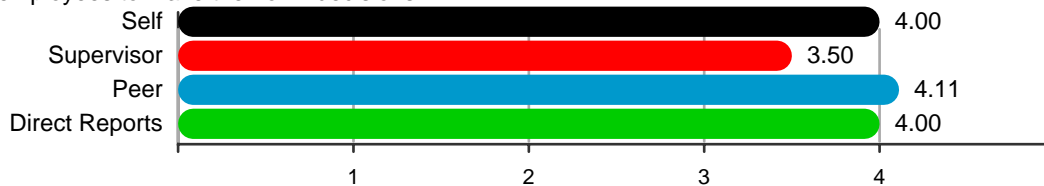
33. Encourages employees to solve problems on their own.



34. Gives employees input into the decision making process.



35. Allows employees to make their own decisions.



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).

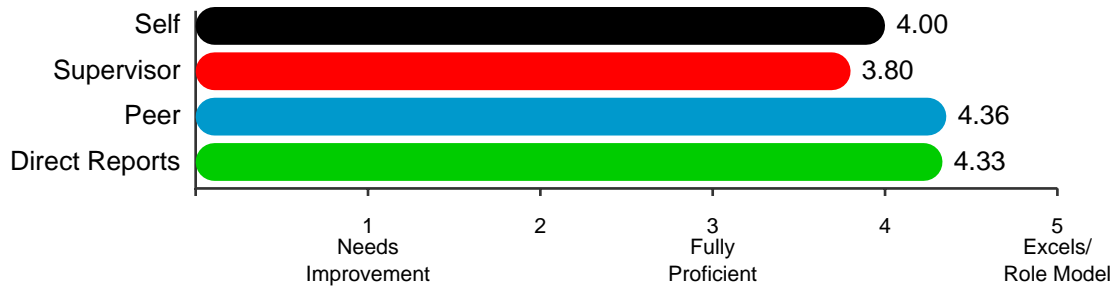
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Allows individuals to be responsible for their decisions.	15	4.20	86.7	13%	53%	33%
32. Expresses confidence in the abilities of others.	15	4.40	100.0		60%	40%
33. Encourages employees to solve problems on their own.	15	4.20	86.7	13%	53%	33%
34. Gives employees input into the decision making process.	15	4.27	93.3	7%	60%	33%
35. Allows employees to make their own decisions.	15	4.00	80.0	20%	60%	20%

Comments:

- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- ___ does an exceptional job at running the department.
- I appreciate how ___ guides, supports, and direct staff.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.

Recognition

Summary Scores



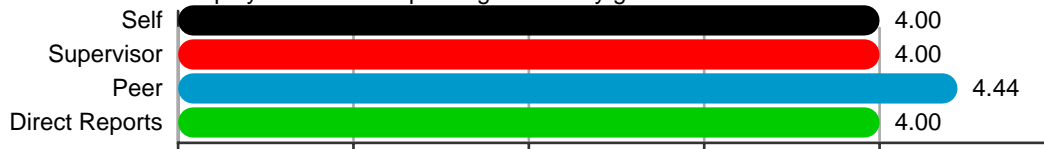
36. Recognizes team members who offer a significant contribution to a project.



37. Compliments other people when they do good work



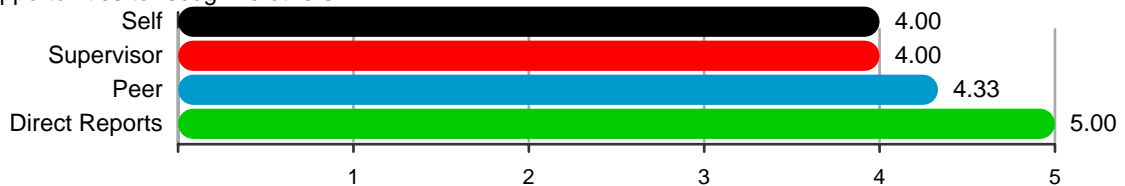
38. Reinforces and rewards employees for accomplishing necessary goals.



39. Recognizes the abilities and skills of self and others



40. Finds opportunities to recognize 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 (Needs Improvement) to green (Excels/ Role Model).

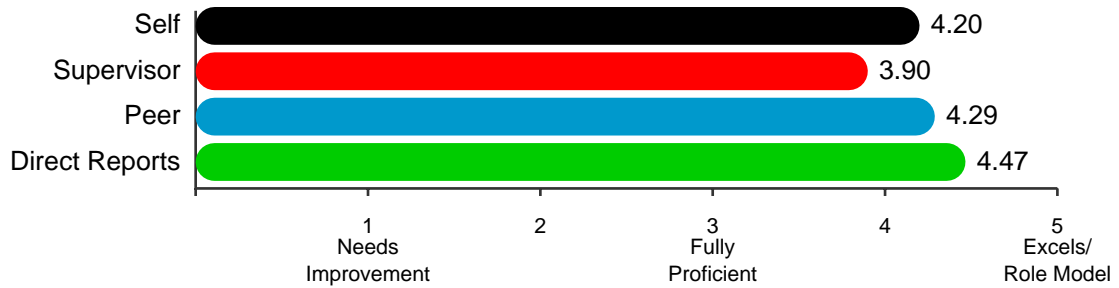
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
36. Recognizes team members who offer a significant contribution to a project.	15	4.20	93.3	7%	67%	27%
37. Compliments other people when they do good work	15	4.27	93.3	7%	60%	33%
38. Reinforces and rewards employees for accomplishing necessary goals.	15	4.27	86.7	13%	47%	40%
39. Recognizes the abilities and skills of self and others	15	4.13	86.7	13%	60%	27%
40. Finds opportunities to recognize others.	15	4.40	93.3	7%	47%	47%

Comments:

- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.

Organizational Fluency

Summary Scores



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



42. Adept at navigating within the culture of the department.



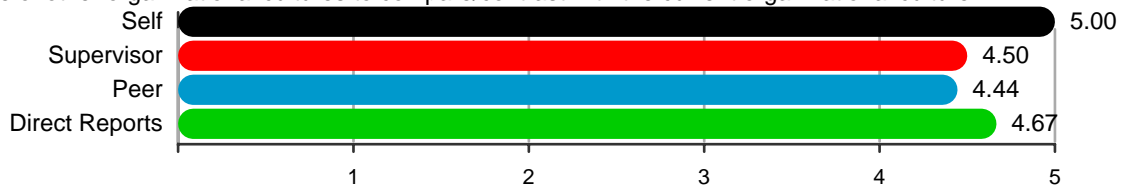
43. Gets things done through the department.



44. Anticipates problems that may affect the department.



45. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



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
41. Able to deal with sensitive issues with tact and professionalism.	15	4.33	93.3	7%	53%	40%
42. Adept at navigating within the culture of the department.	15	4.33	93.3	7%	53%	40%
43. Gets things done through the department.	15	4.13	86.7	13%	60%	27%
44. Anticipates problems that may affect the department.	15	4.00	86.7	13%	73%	13%
45. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.53	100.0		47%	53%

Comments:

- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- ___ is a great partner in Systems Implementation.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.

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 an outstanding manager.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- She inspires others by the manner in which she does her work and engages others.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ is professional, collaborative. . .a great team member.

What do you like best about working with this individual?

- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- As mentioned above, good collaboration.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- ___ is a great manager. Very supportive of her staff.
- The department director should have the authority to lead the team toward the vision laid out by the VP.

What do you like least about working with this individual?

- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- She has worked hard to understand people's strengths and what they need from her.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- ___ always remembers the customer is at the center of what we do.

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

- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- She is very knowledgeable and is always willing to lend a helping hand!
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- She is always collaborative in her approach, and makes good decisions.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.

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

- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- Uses visual aids to communicate progress to your team.
- She's a good and reliable team member.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- Attitude is there; however, follow through is lacking at times.

Any final comments?

- ___ is the consummate professional and pleasure to work with.
- 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.
- 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.
- Timeliness and accountability of projects.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.