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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.

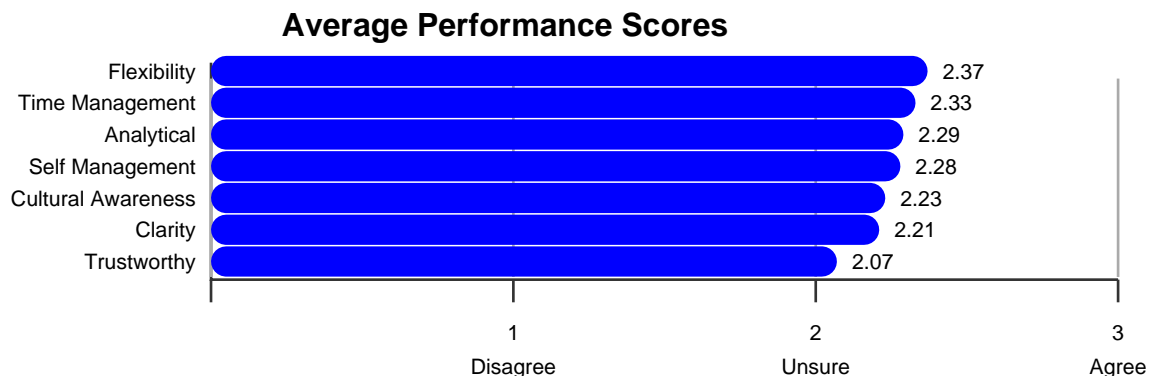
## What to Do with Your Feedback

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

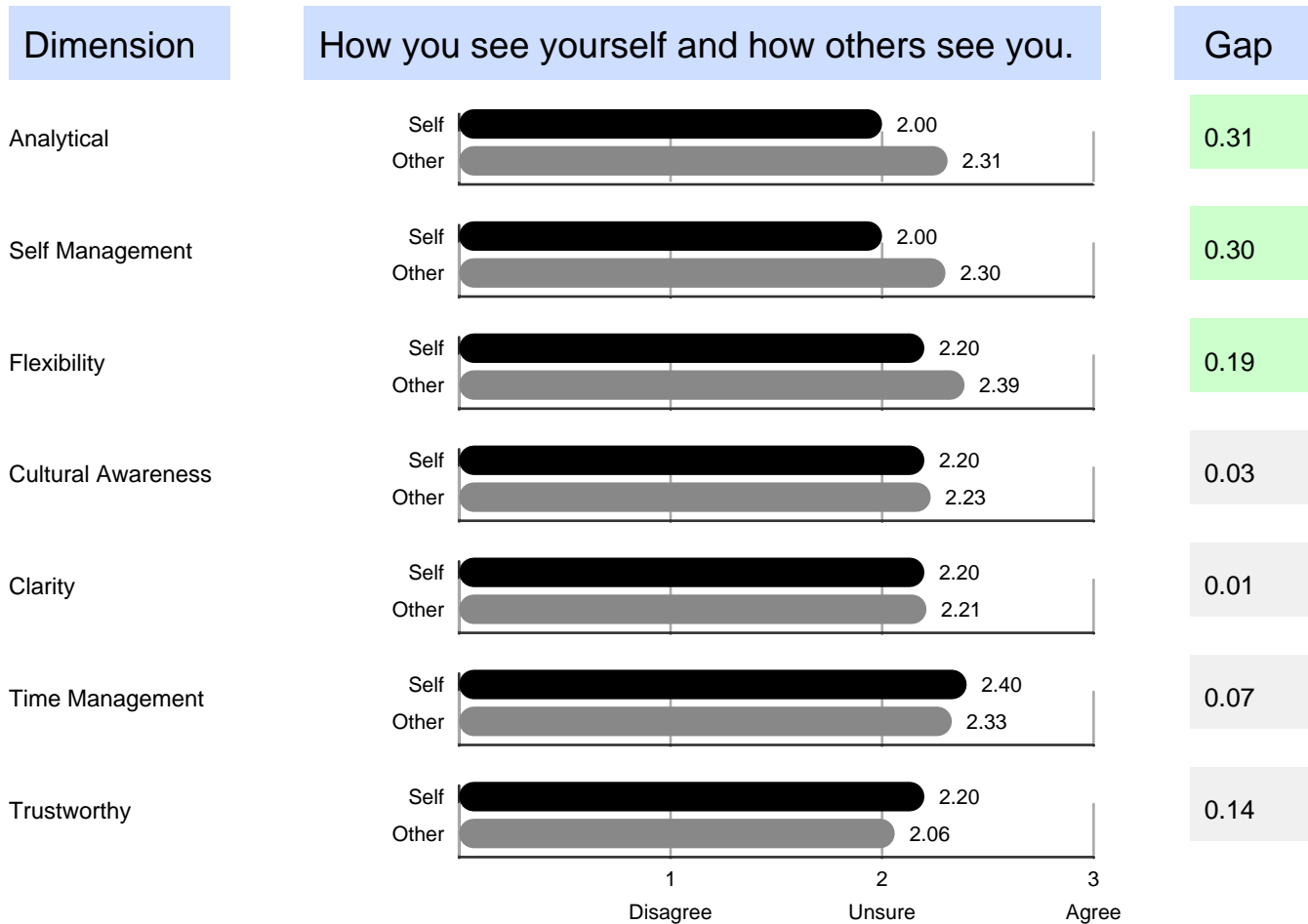
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



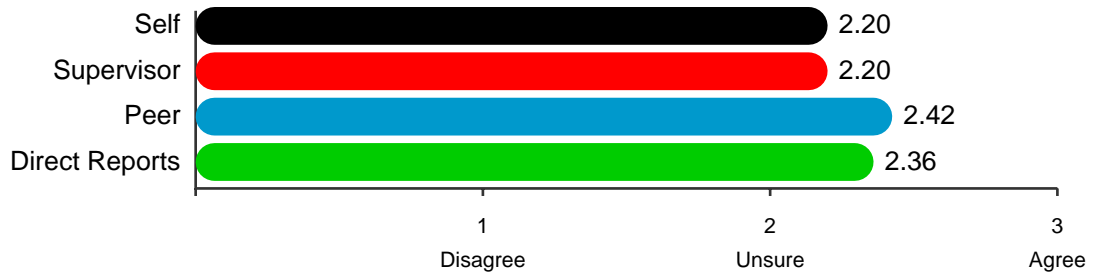
## Gap Analysis

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

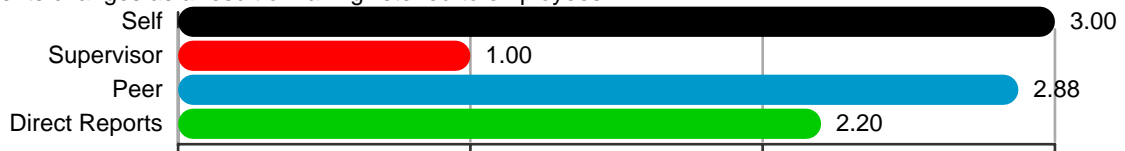
## Summary Scores



### 1. Open to the perspectives/viewpoints of others.



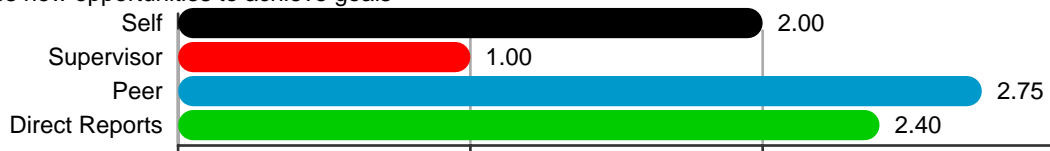
### 2. Implements changes as a result of having listened to employees



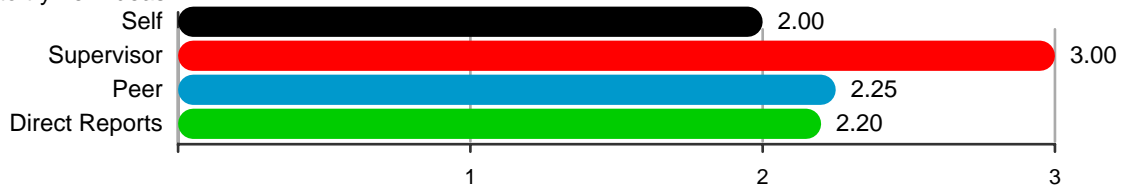
### 3. Can handle changes without complaining.



### 4. Identifies new opportunities to achieve goals



### 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 (Disagree) to green (Agree).

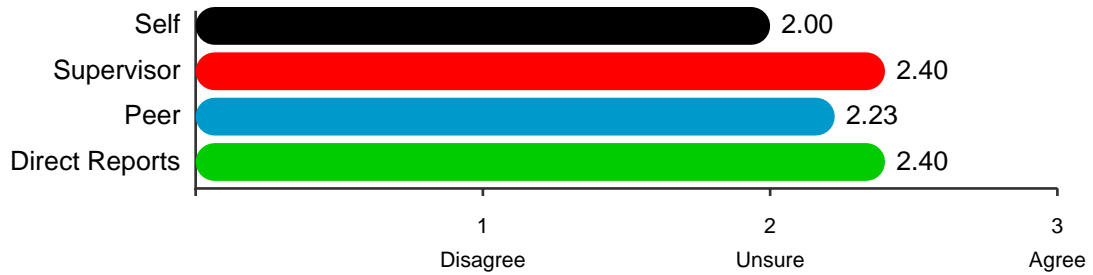
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Open to the perspectives/viewpoints of others.	15	2.27	33.3	7%	60%	33%
2. Implements changes as a result of having listened to employees	15	2.53	73.3	20%	7%	73%
3. Can handle changes without complaining.	15	2.33	40.0	7%	53%	40%
4. Identifies new opportunities to achieve goals	15	2.47	53.3	7%	40%	53%
5. Willing to try new ideas.	15	2.27	40.0	13%	47%	40%

### Comments:

- I have observed that \_\_\_ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- 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.
- While encouraging folks to continue with their education, she is also continuing with her education.
- She is such a model for leaders throughout our organization.
- Need to continue to engage staff in team development and role clarification.

# Self Management

## Summary Scores



6. Uses patience and self-control in working with customers and associates.



7. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



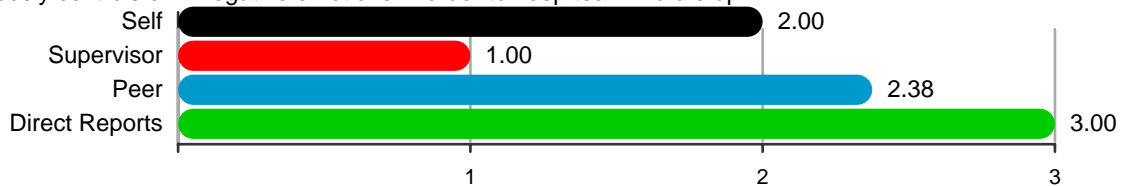
8. Steps away from a situation to process appropriate response.



9. Analyzes interpersonal problems instead of reacting to them.



10. Consciously controls own negative emotions in order to keep team morale up.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

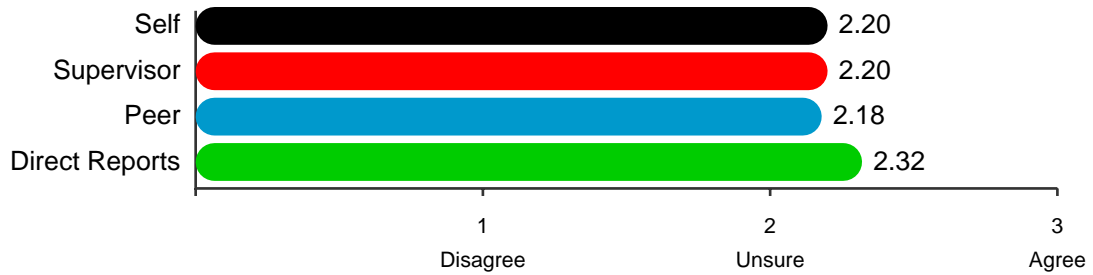
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Uses patience and self-control in working with customers and associates.	15	2.13	33.3	20%	47%	33%
7. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.07	26.7	20%	53%	27%
8. Steps away from a situation to process appropriate response.	15	2.33	40.0	7%	53%	40%
9. Analyzes interpersonal problems instead of reacting to them.	15	2.40	53.3	13%	33%	53%
10. Consciously controls own negative emotions in order to keep team morale up.	15	2.47	60.0	13%	27%	60%

### Comments:

- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- \_\_\_ has a strong work ethic and is consistently working with the mindset that customers come first.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- As a leader, I can clearly see that \_\_\_ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- Sometimes the desired outcomes and expectations are not clearly communicated.

# Cultural Awareness

## Summary Scores



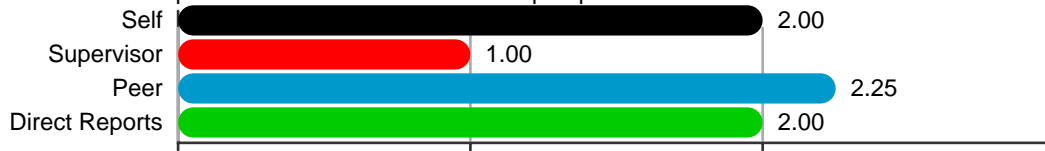
11. Encourages a work environment where individual differences are valued.



12. Recognizes and values individual and cultural differences.



13. Seeks out different viewpoints and benefits from different perspectives.



14. Values the opinions of diverse groups and individual.



15. Shows respect in daily interactions





## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

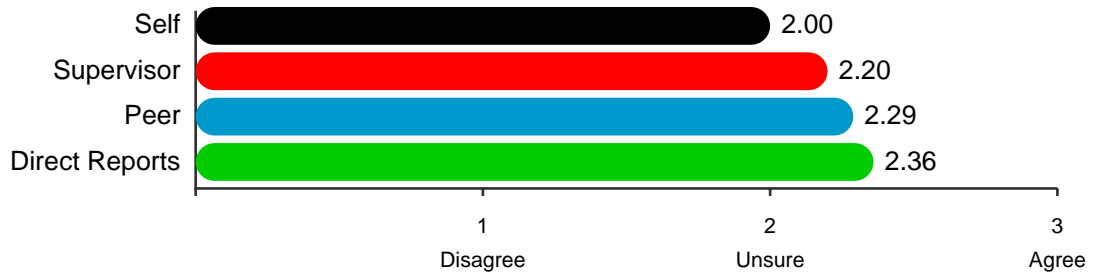
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Encourages a work environment where individual differences are valued.	15	2.33	40.0	7%	53%	40%
12. Recognizes and values individual and cultural differences.	15	2.07	20.0	13%	67%	20%
13. Seeks out different viewpoints and benefits from different perspectives.	15	2.07	26.7	20%	53%	27%
14. Values the opinions of diverse groups and individual.	15	2.27	40.0	13%	47%	40%
15. Shows respect in daily interactions	14	2.43	50.0	7%	43%	50%

### Comments:

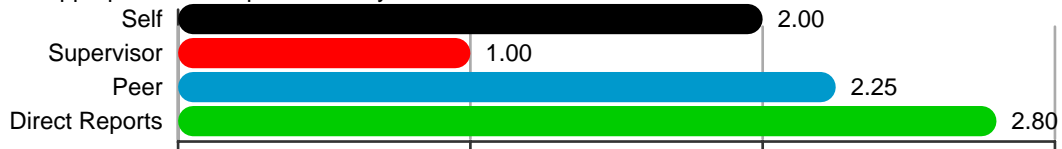
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- \_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- I think \_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_ took over and I feel \_\_\_ has risen to the occasion and handled herself well.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.

# Analytical

## Summary Scores



### 16. Selects the appropriate techniques for analysis.



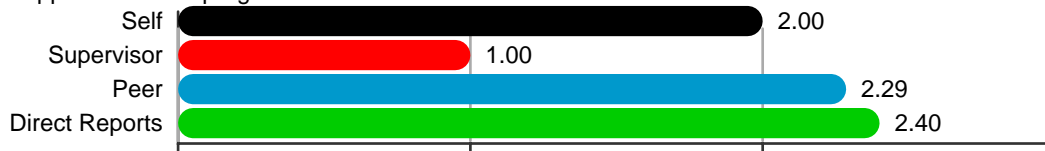
### 17. Implements data validation techniques and methods.



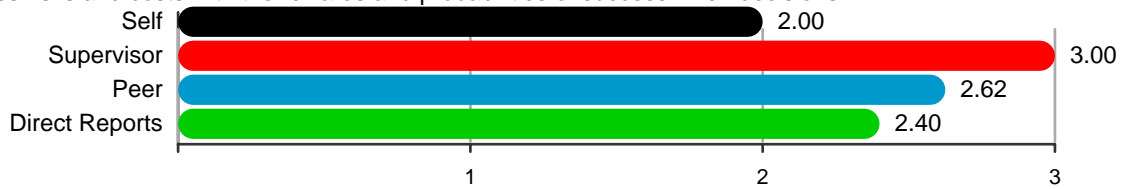
### 18. Uses appropriate techniques to solve problems.



### 19. Identifies opportunities for progress and innovation.



### 20. Balances risks and costs with the rewards and probabilities of success when 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 (Disagree) to green (Agree).

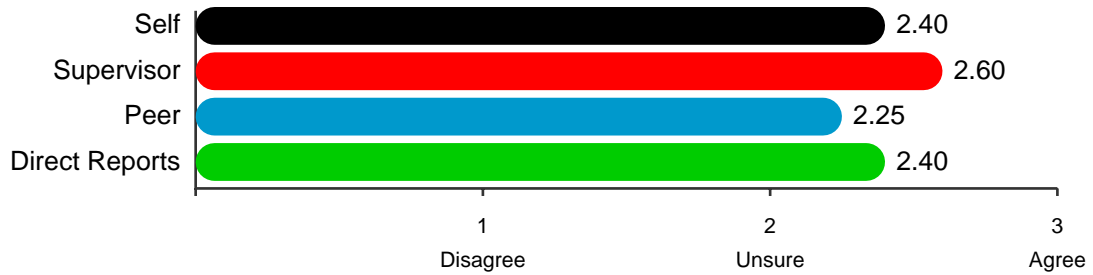
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Selects the appropriate techniques for analysis.	15	2.33	46.7	13%	40%	47%
17. Implements data validation techniques and methods.	15	2.33	40.0	7%	53%	40%
18. Uses appropriate techniques to solve problems.	14	2.00	14.3	14%	71%	14%
19. Identifies opportunities for progress and innovation.	14	2.21	42.9	21%	36%	43%
20. Balances risks and costs with the rewards and probabilities of success when decisions.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ delegates very effectively.
- \_\_\_ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- \_\_\_ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.

# Time Management

## Summary Scores



### 21. Prioritizes tasks to identify immediate and long-term objectives.



### 22. Keeps and maintains a To-Do list.



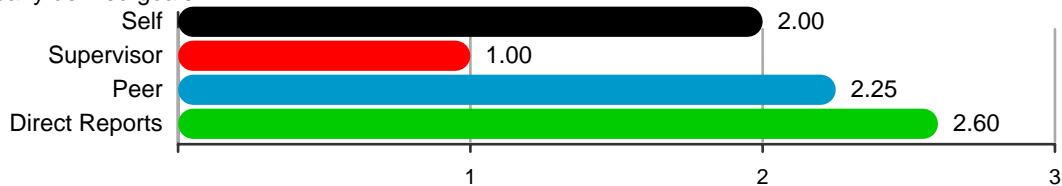
### 23. Completes tasks ahead of schedule.



### 24. Focuses on tasks that have high priority.



### 25. Sets clearly defined goals.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

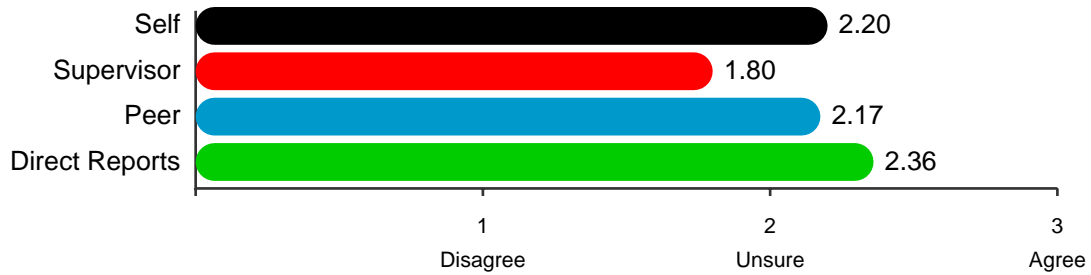
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Prioritizes tasks to identify immediate and long-term objectives.	15	2.60	66.7	7%	27%	67%
22. Keeps and maintains a To-Do list.	15	2.33	40.0	7%	53%	40%
23. Completes tasks ahead of schedule.	15	2.07	20.0	13%	67%	20%
24. Focuses on tasks that have high priority.	15	2.40	53.3	13%	33%	53%
25. Sets clearly defined goals.	15	2.27	53.3	27%	20%	53%

### Comments:

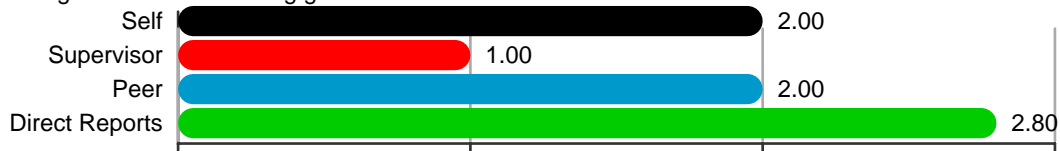
- \_\_\_ does an excellent job in her role.
- One of the things that I most appreciate about \_\_\_ is her willingness to mentor and grow new talent.
- \_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- In every interaction that I have had with \_\_\_, I have found her to be professional, reliable, and engaged in the process.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- 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.

# Clarity

## Summary Scores



### 26. Avoids stating unclear or conflicting goals.



### 27. Maintains clarity in goals and objectives.



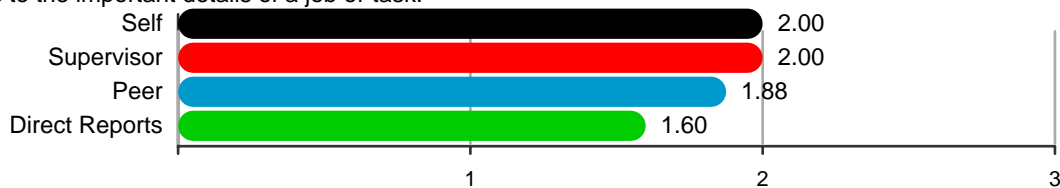
### 28. Avoids creating ambiguity or mixed messages.



### 29. Checks details thoroughly.



### 30. Attends to the important details of a job or task.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

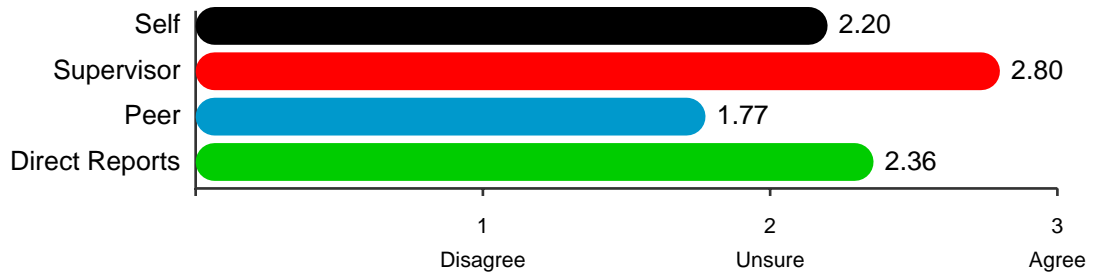
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Avoids stating unclear or conflicting goals.	15	2.20	33.3	13%	53%	33%
27. Maintains clarity in goals and objectives.	15	2.00	26.7	27%	47%	27%
28. Avoids creating ambiguity or mixed messages.	15	2.47	53.3	7%	40%	53%
29. Checks details thoroughly.	15	2.60	60.0		40%	60%
30. Attends to the important details of a job or task.	15	1.80	13.3	33%	53%	13%

### Comments:

- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- \_\_\_'s office staff each have their own personalities and she effectively communicates with all of them.
- She knows her material and obviously loves the continued learning that defines best practices.
- I think \_\_\_ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- She consistently involves employees in shared decision making.

# Trustworthy

## Summary Scores



### 31. Takes care to maintain confidential information.



### 32. Is a person you can trust.



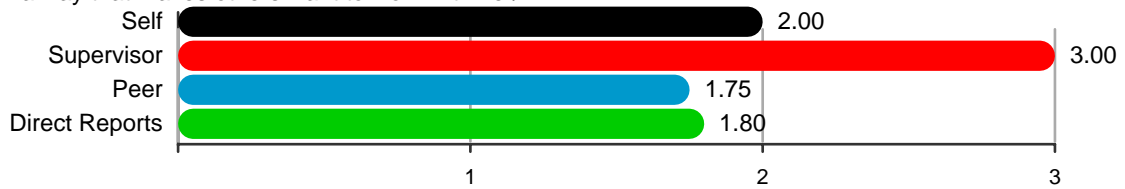
### 33. Delivers on promises made.



### 34. Demonstrates a sense of responsibility and commitment to public trust.



### 35. Works in a way that makes others want to work with her/him.





## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Takes care to maintain confidential information.	15	2.13	33.3	20%	47%	33%
32. Is a person you can trust.	15	2.13	33.3	20%	47%	33%
33. Delivers on promises made.	15	2.07	33.3	27%	40%	33%
34. Demonstrates a sense of responsibility and commitment to public trust.	15	2.13	26.7	13%	60%	27%
35. Works in a way that makes others want to work with her/him.	15	1.87	20.0	33%	47%	20%

### Comments:

- Manager routinely demonstrates all of the above characteristics, as marked
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- Stay focused more on the agenda for meetings.
- \_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- \_\_\_ is an excellent employee, I do not know of any areas that need improvement.

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

### What would help make you a more effective leader?

- \_\_\_ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- She is passionate about providing the services necessary to meet the needs of our organization.
- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- \_\_\_ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- I think having \_\_\_ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.

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

- \_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- When dealing with HR issues my HR business partner is always involved.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- \_\_\_ is very visible on the unit. Spending many hours with staff.
- \_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- Confidence is the only thing I think she needs to improve on.

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

- \_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- \_\_\_ is a very effective leader and excellent communicator.
- \_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- You could check for clarity in expectations more frequently.
- \_\_\_ 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 strengths?

- \_\_\_ sets high standards for her team and ensures they perform professionally.
- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- \_\_\_ is consistent in her messaging about how we best serve the customers.
- \_\_\_ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.

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

- \_\_\_ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- I know that \_\_\_ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- She has established credibility and trust with all the directors and managers.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- Closes off discussions with action plans.
- Initiative, attitude, and willingness to pitch in.

### Any final comments?

- Provide more frequent development feedback.
- \_\_\_ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- \_\_\_ communicates her expectations of the team well and involves them in the process improvement plans.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- \_\_\_ has been very supportive of me and the Institute.
- She is becoming more comfortable to deliver critical feedback.