



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.

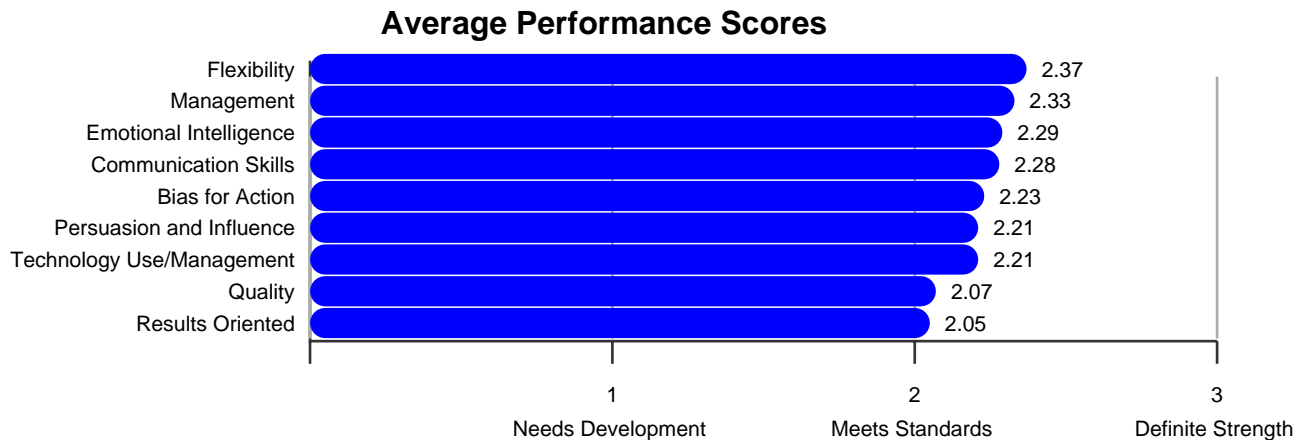
What to Do with Your Feedback

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

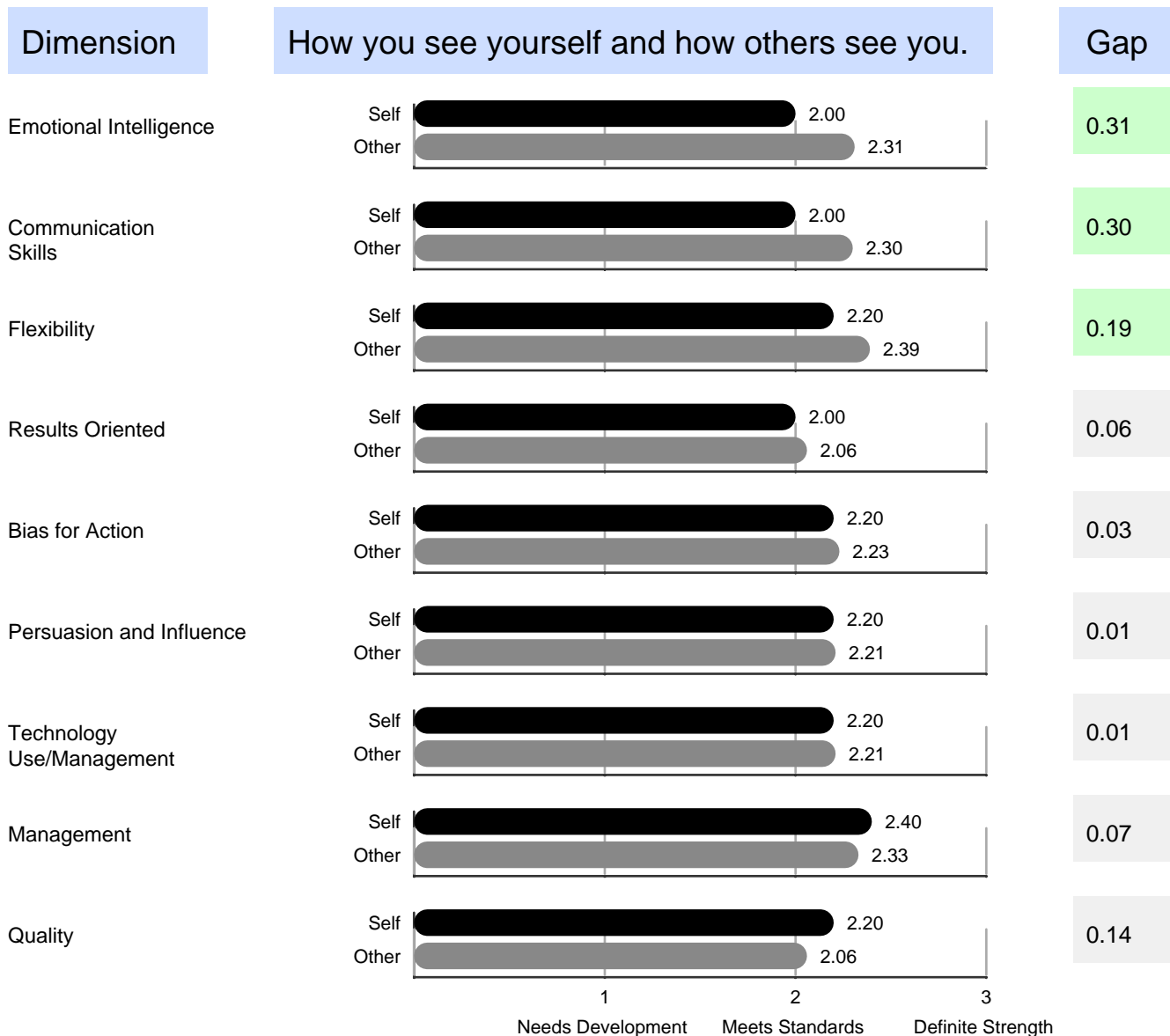
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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

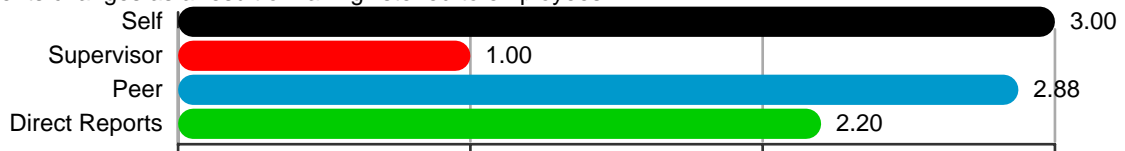
Summary Scores



1. Willing to try new ideas.



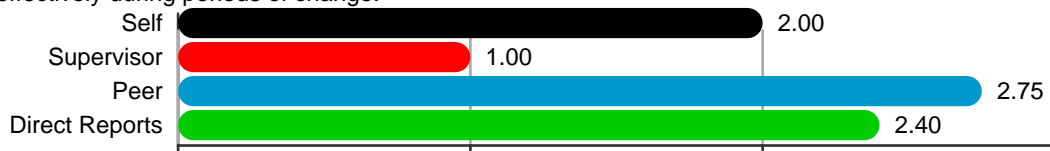
2. Implements changes as a result of having listened to employees



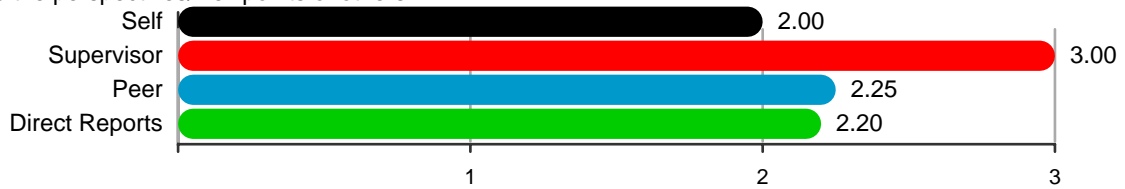
3. Identifies new opportunities to achieve goals



4. Works effectively during periods of change.



5. Open to the perspectives/viewpoints 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Willing to try new ideas.	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. Identifies new opportunities to achieve goals	15	2.33	40.0	7%	53%	40%
4. Works effectively during periods of change.	15	2.47	53.3	7%	40%	53%
5. Open to the perspectives/viewpoints of others.	15	2.27	40.0	13%	47%	40%

Comments:

- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- ___ is a good leader because she gives examples through her own behavior.
- She has confidence in leading and making decisions improving rapidly.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.

Communication Skills

Summary Scores



6. Coaches others and provides feedback on the use of different oral communication styles for different audiences



7. Asks follow-up questions as needed.



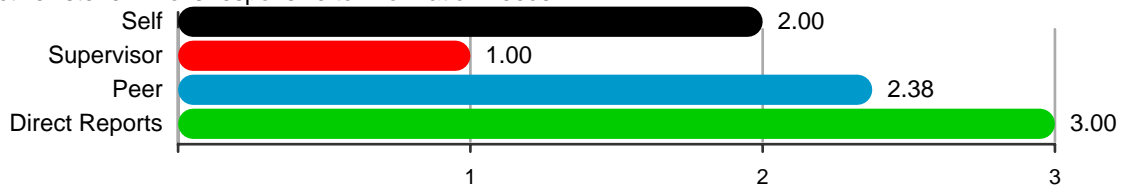
8. Communications with department leadership



9. Deals with difficult situations calmly and confidently.



10. An effective listener who is responsive to information needs.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	2.13	33.3	20%	47%	33%
7. Asks follow-up questions as needed.	15	2.07	26.7	20%	53%	27%
8. Communications with department leadership	15	2.33	40.0	7%	53%	40%
9. Deals with difficult situations calmly and confidently.	15	2.40	53.3	13%	33%	53%
10. An effective listener who is responsive to information needs.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ does a great job at demonstrating the value of her team to the organization.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- ___ 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.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- She encourages individual and professional improvement and provides educational opportunities.

Bias for Action

Summary Scores



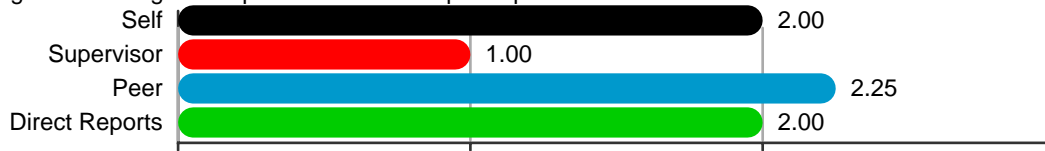
11. Conveys a sense of urgency about addressing problems and opportunities



12. Completes a large volume of work.



13. Encourages risk taking and experimentation to improve performance



14. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



15. Identifies ways to simplify work processes and reduce cycle times



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Conveys a sense of urgency about addressing problems and opportunities	15	2.33	40.0	7%	53%	40%
12. Completes a large volume of work.	15	2.07	20.0	13%	67%	20%
13. Encourages risk taking and experimentation to improve performance	15	2.07	26.7	20%	53%	27%
14. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.27	40.0	13%	47%	40%
15. Identifies ways to simplify work processes and reduce cycle times	14	2.43	50.0	7%	43%	50%

Comments:

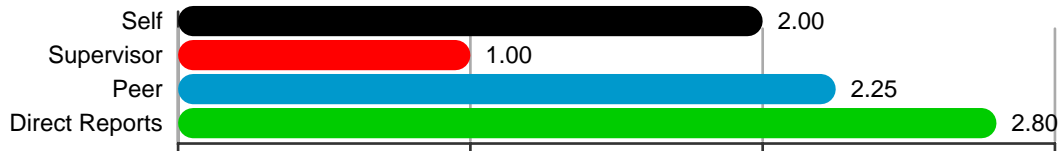
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- She listens to the team.
- She communicates clearly, and is always willing to listen attentively.

Emotional Intelligence

Summary Scores



16. Is able to control their own emotions.



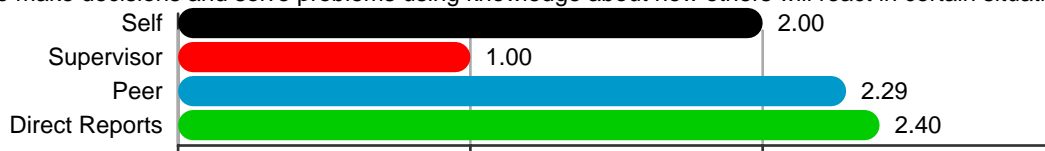
17. Able to understand others' points of view.



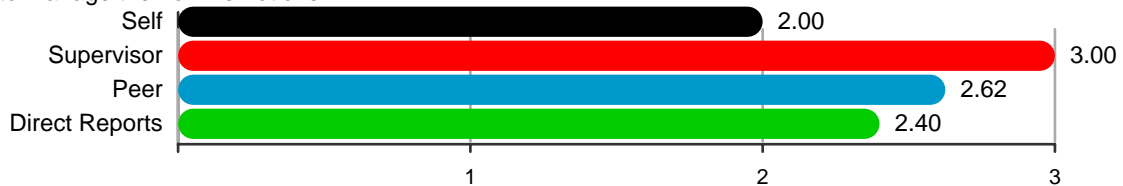
18. Accurately perceives the emotional reactions of others.



19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



20. Is able to manage their own emotions.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Is able to control their own emotions.	15	2.33	46.7	13%	40%	47%
17. Able to understand others' points of view.	15	2.33	40.0	7%	53%	40%
18. Accurately perceives the emotional reactions of others.	14	2.00	14.3	14%	71%	14%
19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	2.21	42.9	21%	36%	43%
20. Is able to manage their own emotions.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- She is very knowledgeable and is always willing to lend a helping hand!
- ___ does not always follow through with things (ordering equipment).
- Demonstrates a focus on the business goals through task prioritization.

Management

Summary Scores



21. Sets an example for others to follow



22. Takes responsibility for things that go wrong



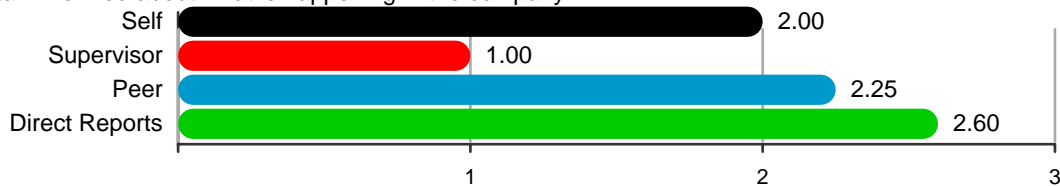
23. Is ready to offer help



24. Makes you feel enthusiastic about your work



25. Keep staff informed about what is happening in the company



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Sets an example for others to follow	15	2.60	66.7	7%	27%	67%
22. Takes responsibility for things that go wrong	15	2.33	40.0	7%	53%	40%
23. Is ready to offer help	15	2.07	20.0	13%	67%	20%
24. Makes you feel enthusiastic about your work	15	2.40	53.3	13%	33%	53%
25. Keep staff informed about what is happening in the company	15	2.27	53.3	27%	20%	53%

Comments:

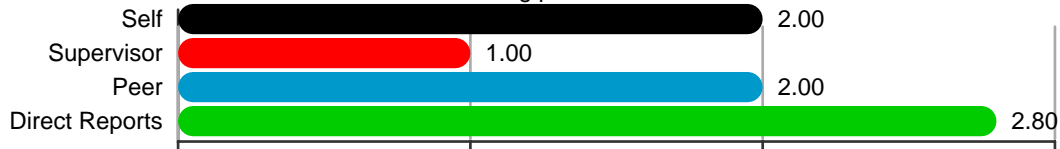
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- I really appreciate her as a member of the team.
- She is a great leader.
- ___ is great about approaching and including staff input with decision making within the department.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

Persuasion and Influence

Summary Scores



26. Ensures stakeholders are involved in the decision making process.



27. Has excellent influencing/negotiating skills.



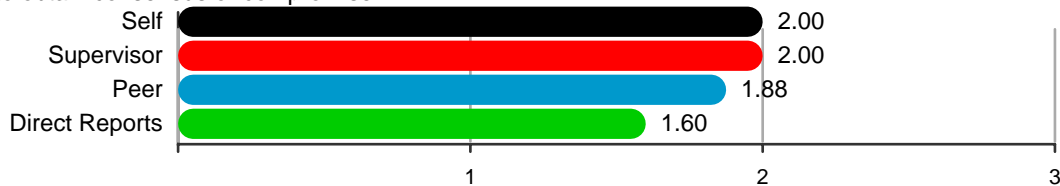
28. Understanding what others need.



29. Communicates effectively with others.



30. Seeks to obtain consensus or compromise.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Ensures stakeholders are involved in the decision making process.	15	2.20	33.3	13%	53%	33%
27. Has excellent influencing/negotiating skills.	15	2.00	26.7	27%	47%	27%
28. Understanding what others need.	15	2.47	53.3	7%	40%	53%
29. Communicates effectively with others.	15	2.60	60.0		40%	60%
30. Seeks to obtain consensus or compromise.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is great about approaching and including staff input with decision making within the department.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- She leads by example, not reputation.
- ___ has also attended many off-site events to show her support to department staff.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.

Quality

Summary Scores



31. Reflects on what is working and what could be improved.



32. Encourages others to produce the highest quality work products.



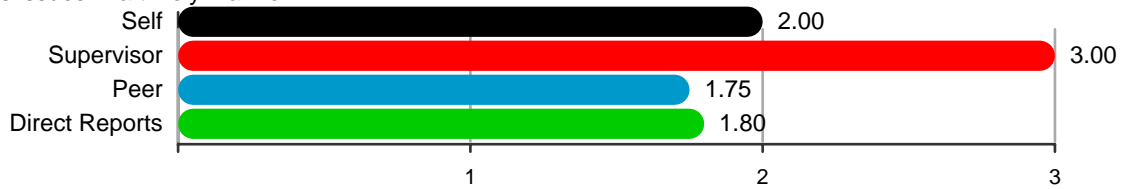
33. Holds employees accountable for their quality of work.



34. Always strives to produce the highest quality work products.



35. Corrects issues in a timely manner.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Reflects on what is working and what could be improved.	15	2.13	33.3	20%	47%	33%
32. Encourages others to produce the highest quality work products.	15	2.13	33.3	20%	47%	33%
33. Holds employees accountable for their quality of work.	15	2.07	33.3	27%	40%	33%
34. Always strives to produce the highest quality work products.	15	2.13	26.7	13%	60%	27%
35. Corrects issues in a timely manner.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- ___ 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.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- Completes variance analysis and identifies corrective actions.
- 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.

Results Oriented

Summary Scores



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



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



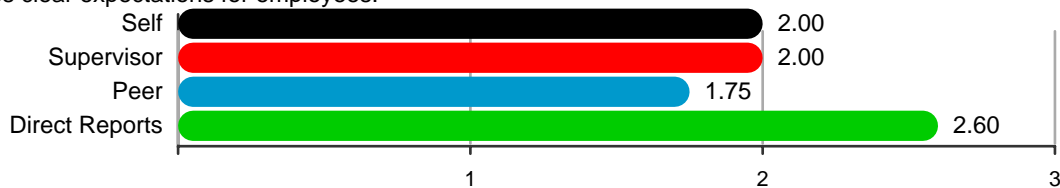
38. Helps others when free-time is available.



39. Explains the "whys" behind organizational objectives



40. Provides clear expectations for 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Inspires and motivates co-workers to be productive and energetic at work	15	1.87	20.0	33%	47%	20%
37. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	1.93	13.3	20%	67%	13%
38. Helps others when free-time is available.	15	2.07	33.3	27%	40%	33%
39. Explains the "whys" behind organizational objectives	15	2.33	33.3		67%	33%
40. Provides clear expectations for employees.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- She will sit down with all parties involved before she makes a decision.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.

Technology Use/Management

Summary Scores



41. Proficient in the use of technical systems and processes.



42. Applies complex rules and regulations to maintain optimal system performance.



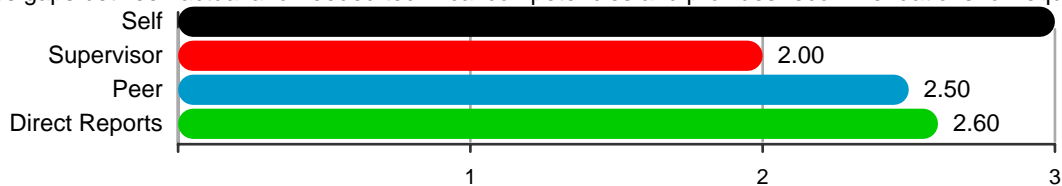
43. Uses technology in decision making and problem solving.



44. Supports employee training and development initiatives regarding implementation of technology.



45. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Proficient in the use of technical systems and processes.	15	2.00	26.7	27%	47%	27%
42. Applies complex rules and regulations to maintain optimal system performance.	15	2.13	33.3	20%	47%	33%
43. Uses technology in decision making and problem solving.	15	2.20	40.0	20%	40%	40%
44. Supports employee training and development initiatives regarding implementation of technology.	15	2.20	26.7	7%	67%	27%
45. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	2.53	60.0	7%	33%	60%

Comments:

- ___'s priority is our customers and community.
- She is eager to learn and eager to share knowledge.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.

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?

- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- 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.
- Take charge without being pushed to do so.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- I wish I had 5 more years to learn from ___. She teaches me with every interaction.
- ___ 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

What do you like best about working with this individual?

- Provide and solicit more frequent feedback.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- She is always available to listen, lend a hand, or guide the staff when needed.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.

What do you like least about working with this individual?

- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- She always steps up and gets what needs to be done completed.
- ___ has a good perspective on the organization as a whole.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- ___ 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.

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

- There is room for improvement in all these elements.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- She collaborates with all departments and operates under shared governance.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.

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

- She can fall behind on projects without providing timely feedback.
- I really enjoy her mentorship.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- 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.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.

Any final comments?

- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- She provided coaching and support to improve this individual's performance.