



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.

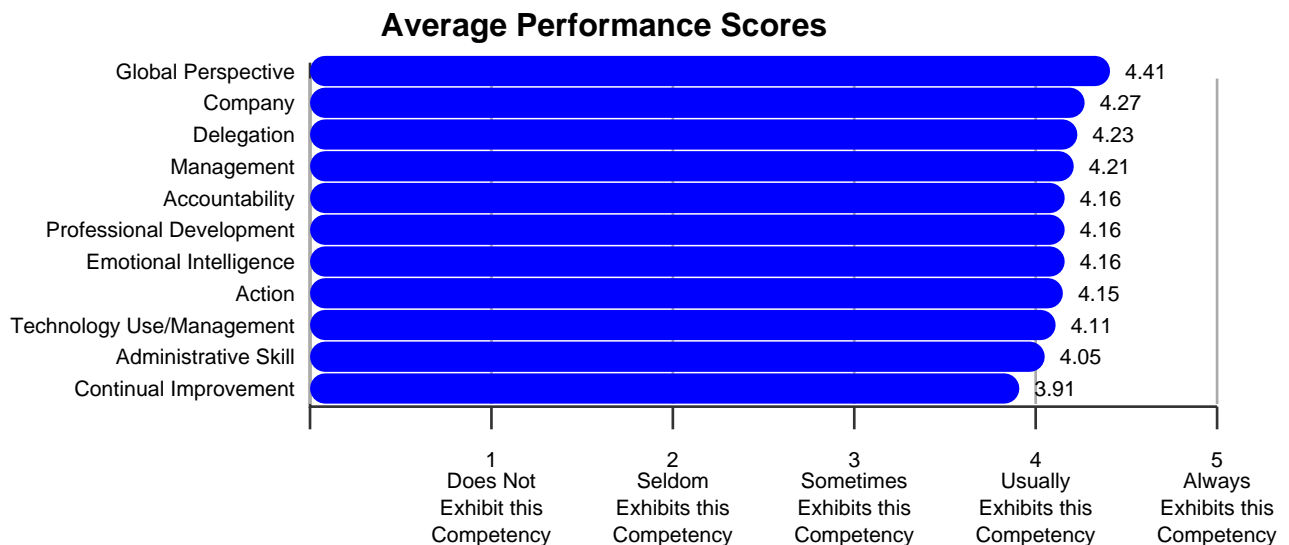
What to Do with Your Feedback

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

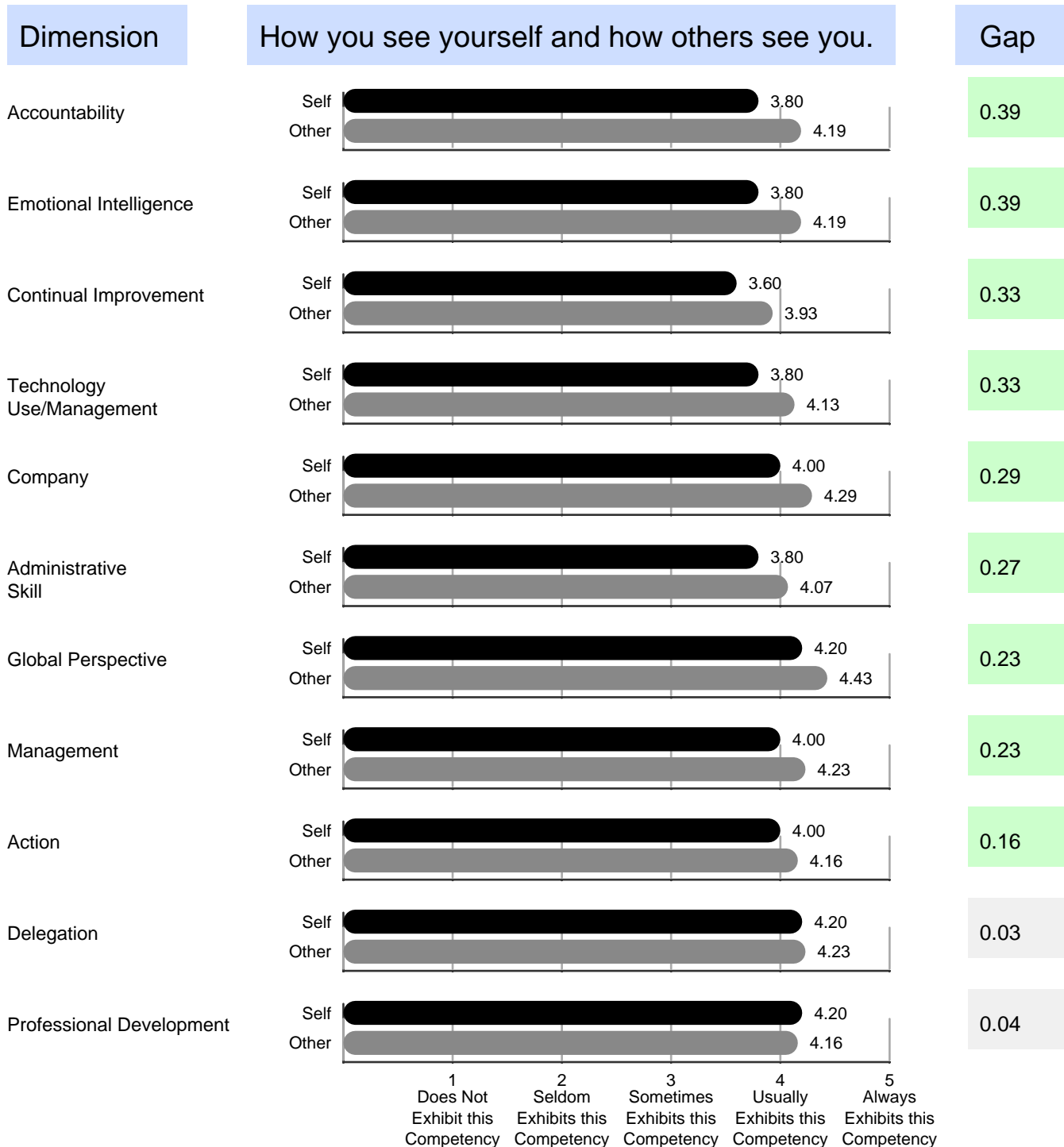
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



Global Perspective

Summary Scores



1. Respects individual differences.



2. Is able to work with individuals having different backgrounds and cultures.



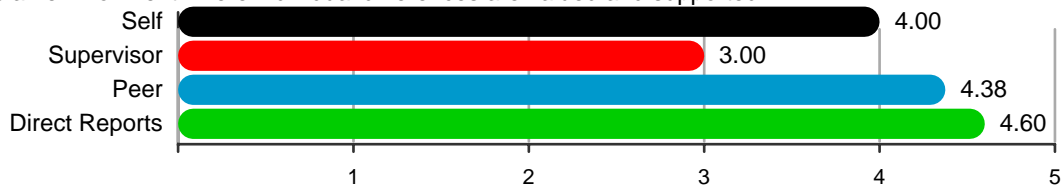
3. Cooperates with others on a global scale.



4. Demonstrates a curiosity about diverse individuals and cultures.



5. Creates an environment where individual differences are valued and supported.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

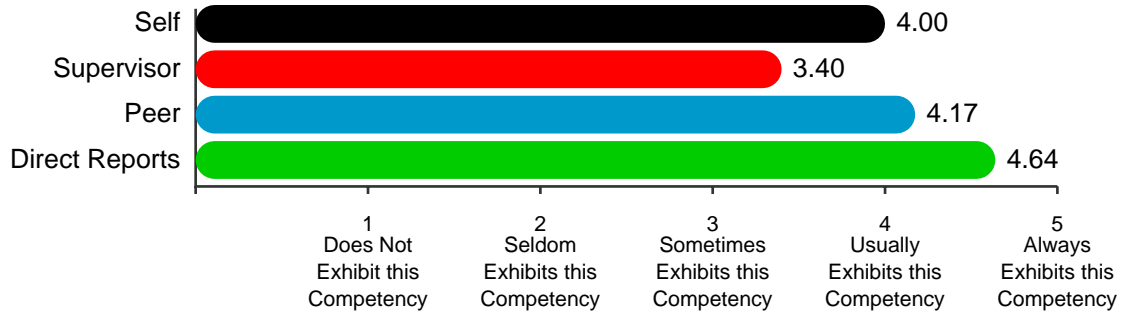
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Respects individual differences.	15	4.20	93.3	7%		67%		27%
2. Is able to work with individuals having different backgrounds and cultures.	15	4.87	100.0	13%		87%		
3. Cooperates with others on a global scale.	15	4.27	93.3	7%		60%		33%
4. Demonstrates a curiosity about diverse individuals and cultures.	15	4.40	86.7	13%		33%		53%
5. Creates an environment where individual differences are valued and supported.	15	4.33	93.3	7%		53%		40%

Comments:

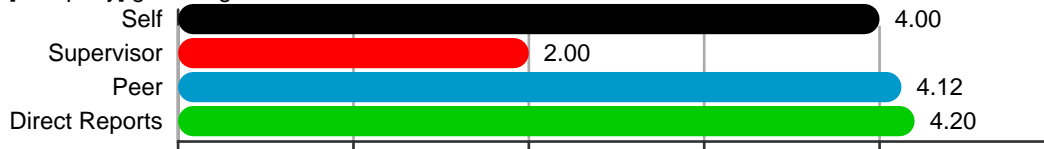
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- He communicates clearly and responds to request without unnecessary delay.
- He is such a model for leaders throughout our organization.
- I can't think of a single thing _____ could improve upon.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- Unfortunately there has been inconsistency in actions and results.

Company

Summary Scores



6. Attends [Company] gatherings and social events.



7. Expresses loyalty and dedication to [Company] in interactions with others.



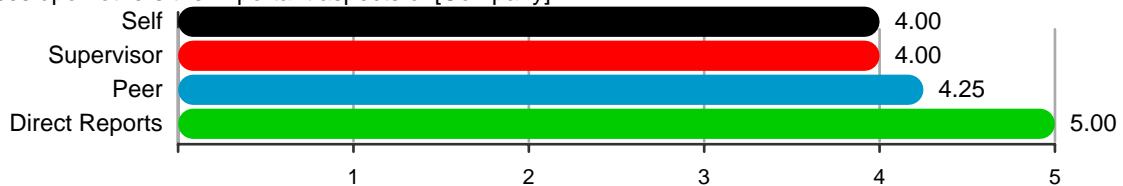
8. Understands how decisions impact other business units beyond their immediate department of work group.



9. Understands the use of [Company] products and services.



10. Impresses upon others the important aspects of [Company].



Level of Skill

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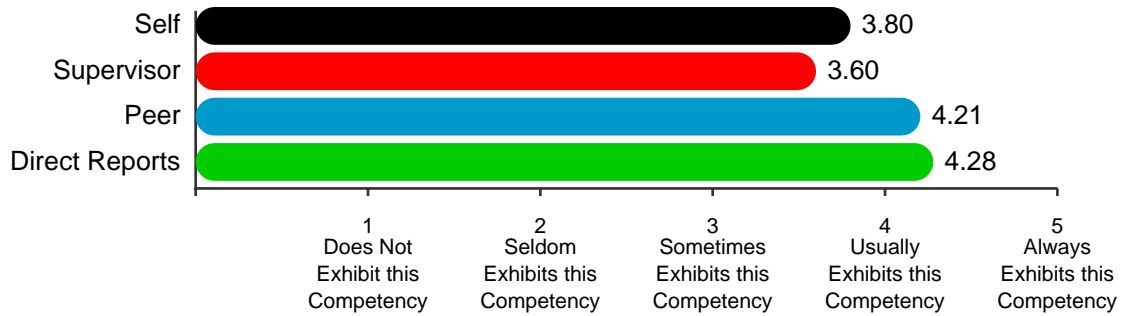
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Attends [Company] gatherings and social events.	15	4.00	80.0	7%	13%	53%	27%	
7. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.07	80.0		20%	53%	27%	
8. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.33	93.3	7%	47%		47%	
9. Understands the use of [Company] products and services.	15	4.47	93.3	7%	40%		53%	
10. Impresses upon others the important aspects of [Company].	15	4.47	93.3	7%	40%		53%	

Comments:

- Positive attitude.
- He always involves others in decisions ensuring a well rounded approach.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- 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. He stays on point in meetings and encourages adherence to the agenda.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.

Accountability

Summary Scores



11. Holds team accountable to meeting goals.



12. Accepts accountability for their actions and results.



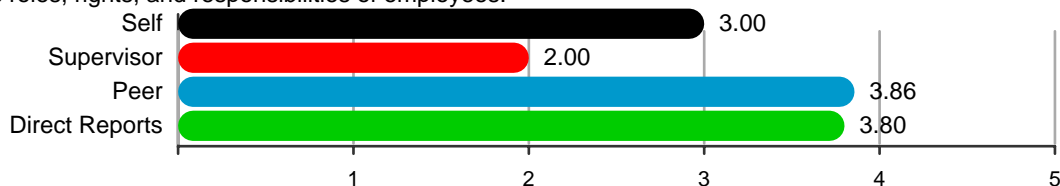
13. Is aware of problems or issues that may affect the organization.



14. Keeps supervisor informed of recent events.



15. Defines roles, rights, and responsibilities of employees.



Level of Skill

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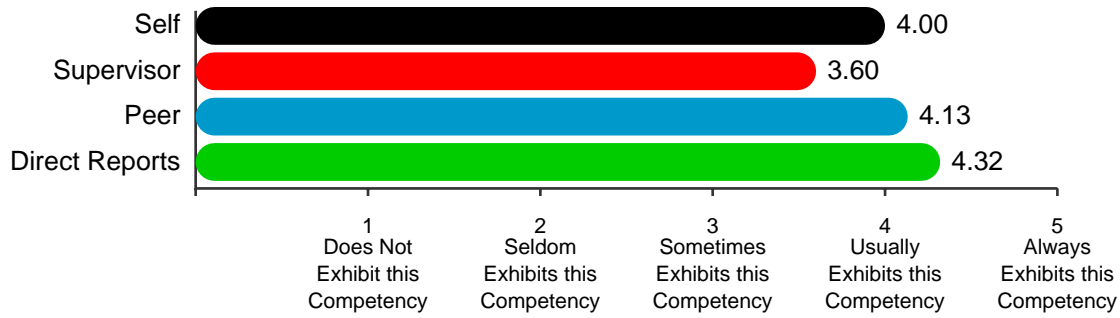
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Holds team accountable to meeting goals.	15	4.60	100.0			40%	60%	
12. Accepts accountability for their actions and results.	15	4.27	100.0			73%		27%
13. Is aware of problems or issues that may affect the organization.	15	4.33	100.0			67%		33%
14. Keeps supervisor informed of recent events.	15	3.93	73.3	27%		53%		20%
15. Defines roles, rights, and responsibilities of employees.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____ is very responsive and provides great support service.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- _____ takes people where they want to go and pushes them to be their own success.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.

Action

Summary Scores



16. Makes effective decisions, even when under pressure.



17. Works quickly when faced with difficult problems.



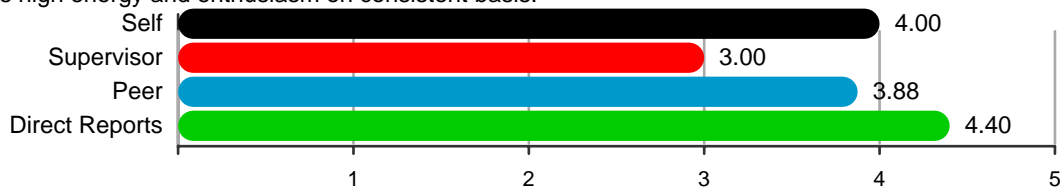
18. Motivates & supports others to gain skills



19. Drives and mobilizes others progress toward goals.



20. Displays high energy and enthusiasm on consistent basis.



Level of Skill

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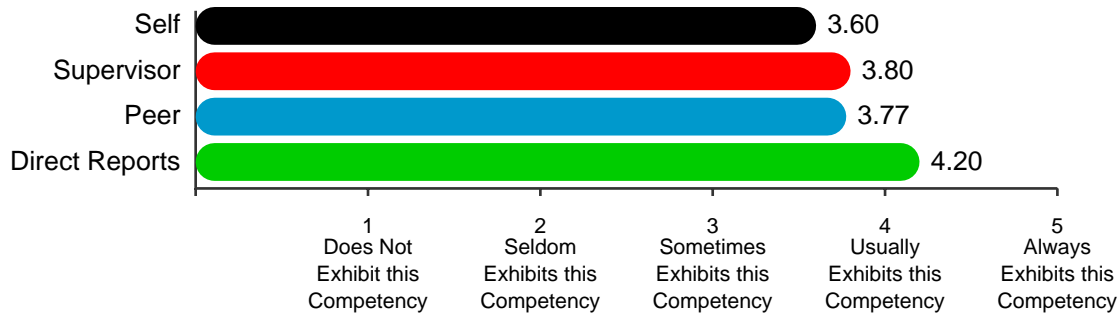
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Makes effective decisions, even when under pressure.	15	4.33	86.7	13%		40%	47%	
17. Works quickly when faced with difficult problems.	15	4.27	93.3	7%		60%	33%	
18. Motivates & supports others to gain skills	14	4.00	92.9	7%		86%		7%
19. Drives and mobilizes others progress toward goals.	14	4.14	85.7	7%	7%	50%		36%
20. Displays high energy and enthusiasm on consistent basis.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- He communicates clearly, and is always willing to listen attentively.
- We have made improvements in our documentation and have decreased duplicate reporting.
- I his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ always goes above and beyond in his daily work.

Continual Improvement

Summary Scores



21. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



22. Analyzes processes to determine areas for improvement.



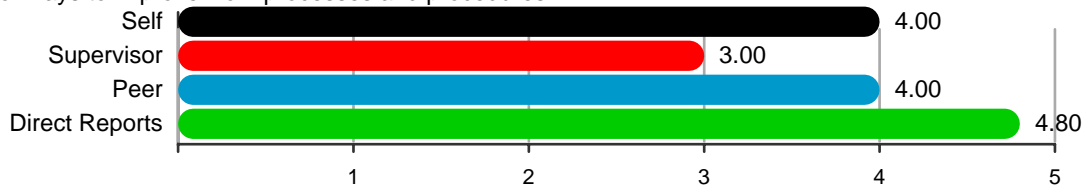
23. Open to the suggestions from others.



24. Promotes training and development opportunities to enhance job performance.



25. Looks for ways to improve work processes and procedures.



Level of Skill

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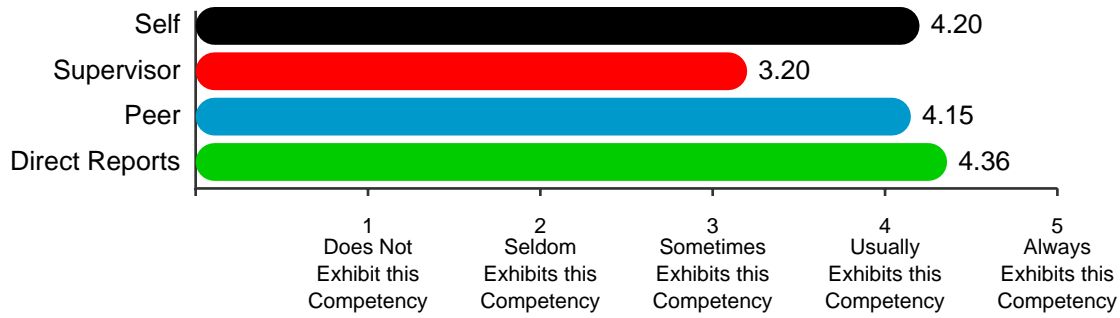
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.00	66.7	13%	20%	20%	47%	
22. Analyzes processes to determine areas for improvement.	15	3.47	53.3	13%	33%		47%	7%
23. Open to the suggestions from others.	15	3.60	66.7	13%	20%		60%	7%
24. Promotes training and development opportunities to enhance job performance.	15	4.27	86.7	7%	7%	40%	47%	
25. Looks for ways to improve work processes and procedures.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

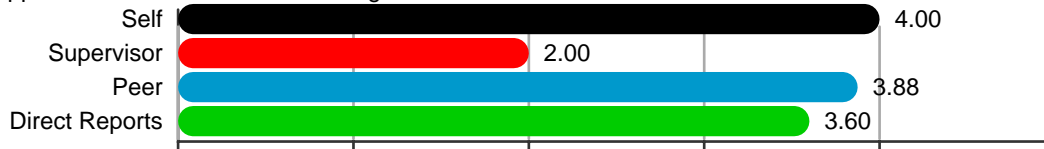
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He is both the manager and the interim director for the service line.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- Attitude is there; however, follow through is lacking at times.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.

Professional Development

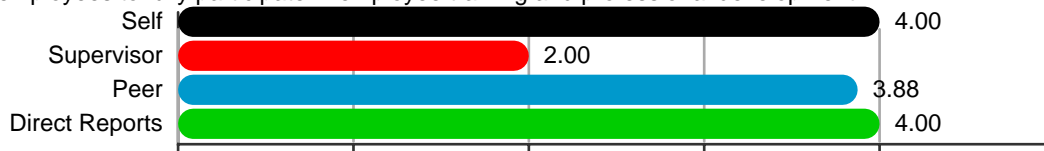
Summary Scores



26. Seeks opportunities for continuous learning.



27. Allows employees to fully participate in employee training and professional development.



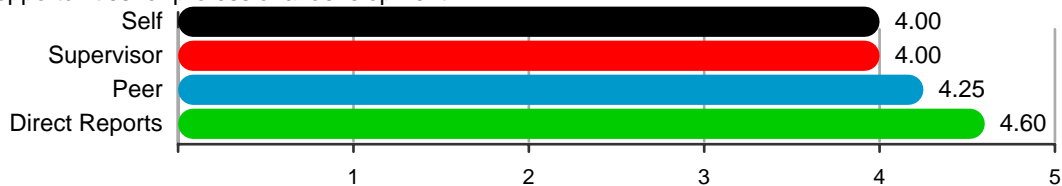
28. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



29. Contributing fully to the extent of their skills



30. Seeks opportunities for professional development.



Level of Skill

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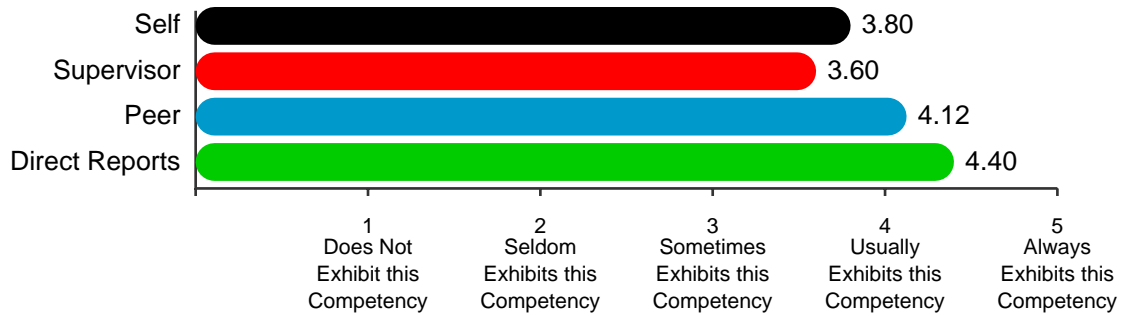
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Seeks opportunities for continuous learning.	15	3.67	66.7	20%	13%	47%	20%	
27. Allows employees to fully participate in employee training and professional development.	15	3.80	73.3	20%	7%	47%	27%	
28. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.33	86.7	13%	40%	47%		
29. Contributing fully to the extent of their skills	15	4.67	100.0		33%	67%		
30. Seeks opportunities for professional development.	15	4.33	100.0		67%	33%		

Comments:

- He is also quick to tap into his past experiences in attempting to find the best solution.
- Great year of growth!
- He is an outstanding manager.
- _____ listens to his staff and delegates responsibilities as appropriate.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Be being better organized. It would help with prioritizing.

Emotional Intelligence

Summary Scores



31. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



32. Able to understand others' points of view.



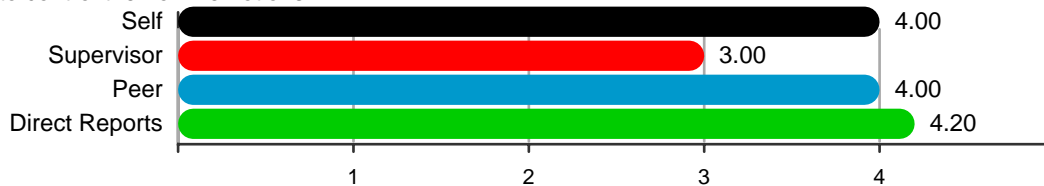
33. Is able to express themselves clearly.



34. Is able to manage their own emotions.



35. Is able to control their own emotions.



Level of Skill

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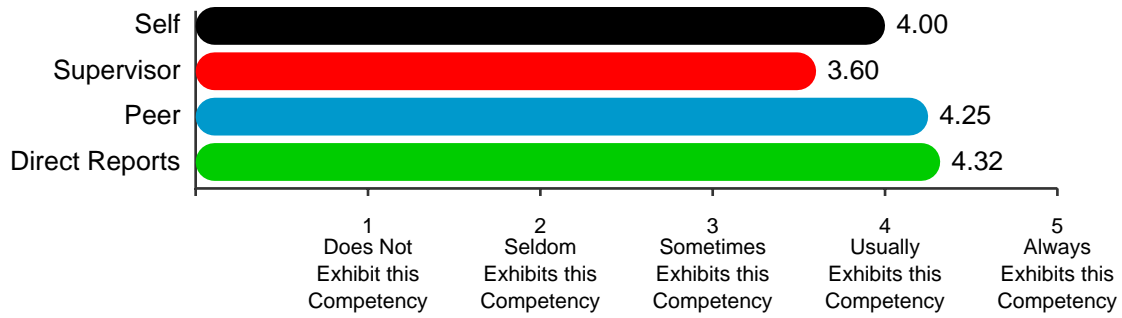
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.07	80.0	20%		53%		27%
32. Able to understand others' points of view.	15	4.47	100.0		53%		47%	
33. Is able to express themselves clearly.	15	4.13	80.0	20%		47%		33%
34. Is able to manage their own emotions.	15	4.13	86.7	13%		60%		27%
35. Is able to control their own emotions.	15	4.00	80.0	20%		60%		20%

Comments:

- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- He is very responsive when asked for input or his assistance is requested.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- Manager engages in all categories described above as marked.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- _____ is smart, detailed and committed. I appreciate having his on our team.

Management

Summary Scores



36. Makes you feel enthusiastic about your work



37. Takes responsibility for things that go wrong



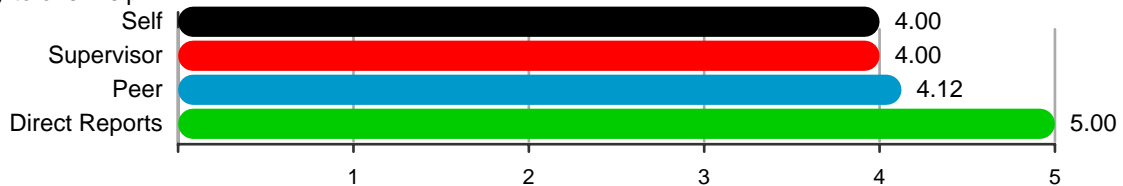
38. Keep staff informed about what is happening in the company



39. Sets an example for others to follow



40. Is ready to offer help



Level of Skill

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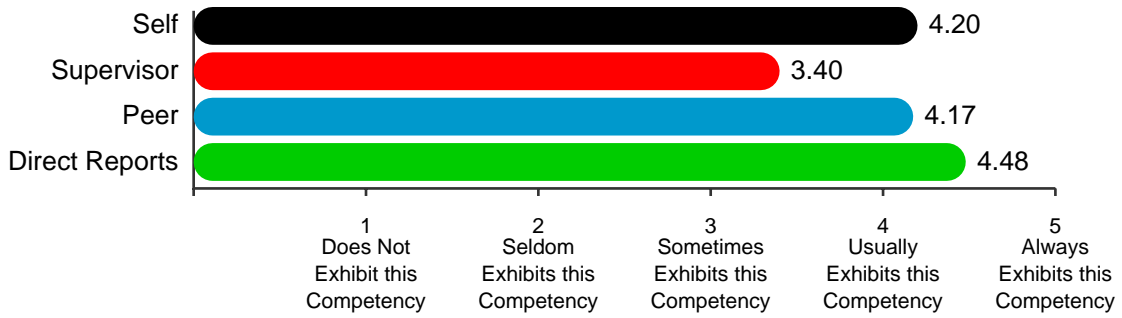
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Makes you feel enthusiastic about your work	15	4.33	100.0			67%		33%
37. Takes responsibility for things that go wrong	15	3.93	80.0	13%	7%		53%	27%
38. Keep staff informed about what is happening in the company	15	4.27	86.7		13%		47%	40%
39. Sets an example for others to follow	15	4.13	86.7		13%		60%	27%
40. Is ready to offer help	15	4.40	93.3		7%		47%	47%

Comments:

- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- Management skills progressing well with experience.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- He is very supportive of us and the job we do.
- He sometimes comes off as confused about organizational/operational direction.
- _____ has a calm and professional style.

Delegation

Summary Scores



41. Defines the roles, responsibilities, required actions, and deadlines for team members.



42. Sets clear and reasonable expectations for others and follows through on their progress.



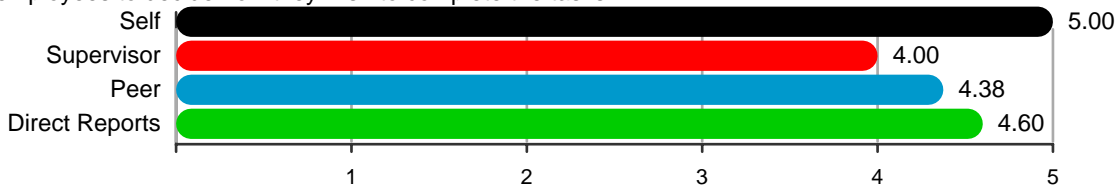
43. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



44. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



45. Allows employees to decide how they wish to complete the tasks.



Level of Skill

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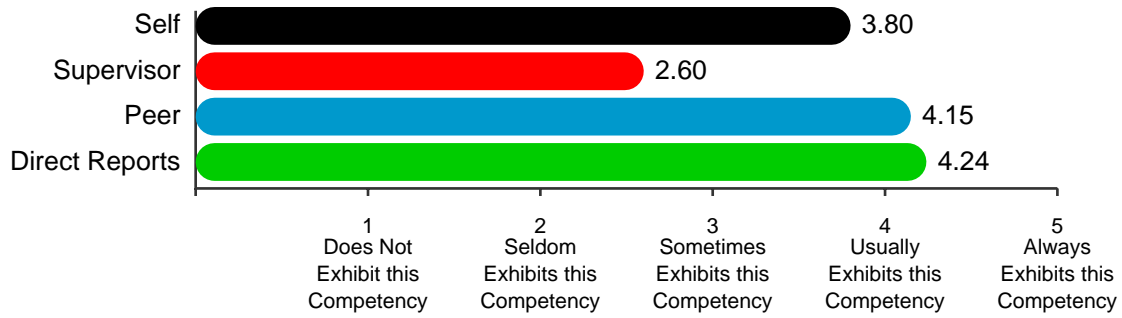
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.33	93.3	7%	53%	40%		
42. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.20	80.0	20%	40%	40%		
43. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.13	86.7	13%	60%	27%		
44. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.00	86.7	13%	73%	13%		
45. Allows employees to decide how they wish to complete the tasks.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- He holds everyone to such a high standard, you don't want to disappoint him.
- Transparency and honesty is important early in the process.
- _____ is the consummate professional and pleasure to work with.
- I appreciate how _____ guides, supports, and direct staff.

Administrative Skill

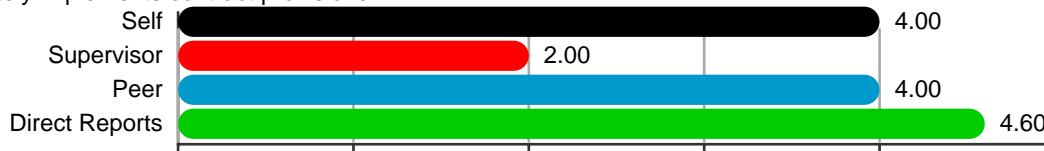
Summary Scores



46. Has strong technical/computer skills.



47. Accurately implements contract provisions.



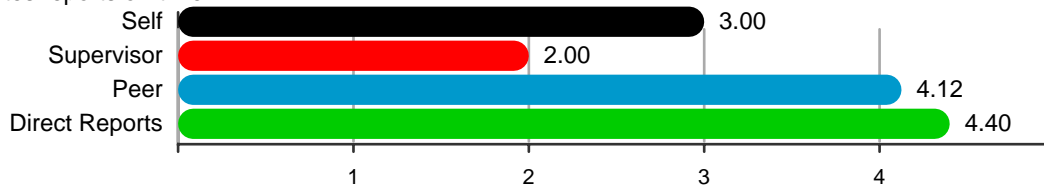
48. High attention to detail.



49. Strong organizational skills to keep the workspace and department in order



50. Completes reports on-time.



Level of Skill

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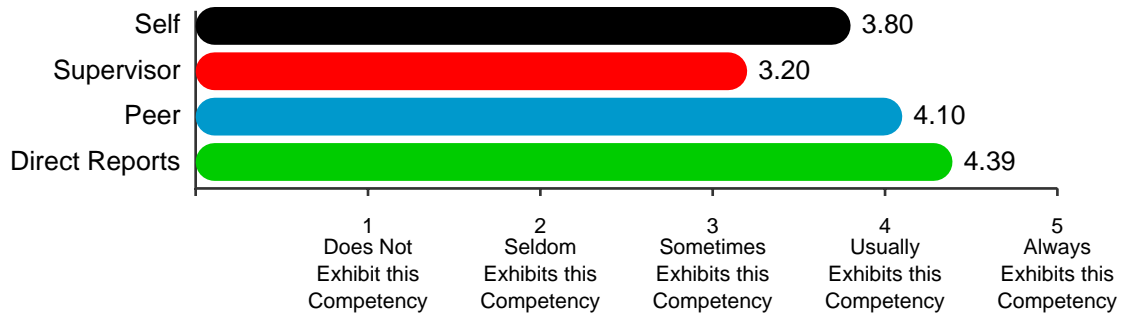
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Has strong technical/computer skills.	15	3.87	80.0	7%	13%	67%	13%	
47. Accurately implements contract provisions.	15	4.07	86.7	13%	53%	33%		
48. High attention to detail.	15	4.13	86.7		13%	60%	27%	
49. Strong organizational skills to keep the workspace and department in order	15	4.20	86.7	7%	7%	47%	40%	
50. Completes reports on-time.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.

Technology Use/Management

Summary Scores



51. Supports technical training and development of employees.



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



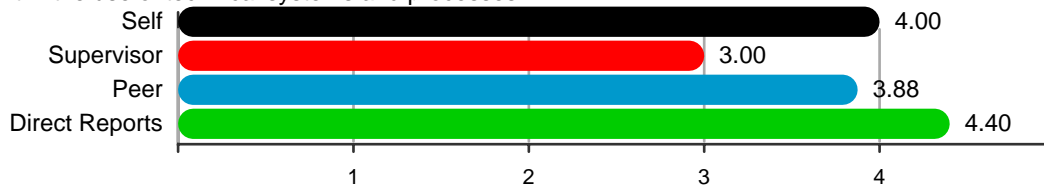
53. Understands and is committed to implementing new technologies.



54. Adopts the implementation of new technology into the workplace.



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



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

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
51. Supports technical training and development of employees.	14	4.14	92.9	7%		71%		21%
52. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	14	4.21	85.7	14%		50%		36%
53. Understands and is committed to implementing new technologies.	15	4.13	80.0	20%		47%		33%
54. Adopts the implementation of new technology into the workplace.	15	4.07	80.0	20%		53%		27%
55. Proficient in the use of technical systems and processes.	15	4.00	80.0	20%		60%		20%

Comments:

- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- I really appreciate him.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.

Comments

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

What would help make you a more effective leader?

- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- He has consistently been a strong advocate for me and my team.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- _____ is the consummate professional and pleasure to work with.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.

What do you like best about working with this individual?

- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- _____ is a great leader and is committed to his role here at [CompanyName]!
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- He is passionate about providing the services necessary to meet the needs of our organization.

What do you like least about working with this individual?

- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- _____ is highly professional in his everyday work.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.

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

- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- _____ has made great strides with increasing communication and teamwork within his reports.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- He is an excellent teammate, great attitude, effort, and energy.
- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

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

- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- Dependability, with whatever is needed.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.

Any final comments?

- He recognized where I needed help and supported me in making the case to get it.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.