



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.

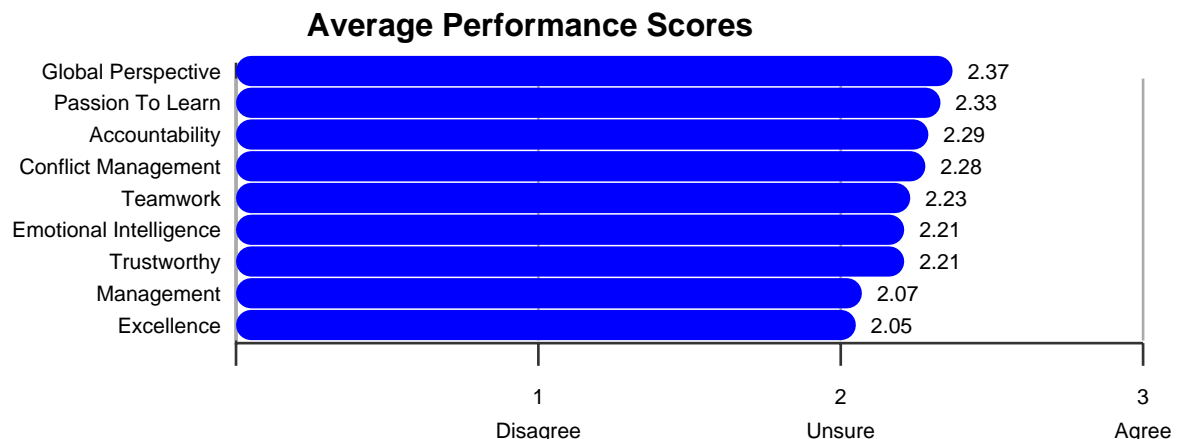
What to Do with Your Feedback

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.



Global Perspective

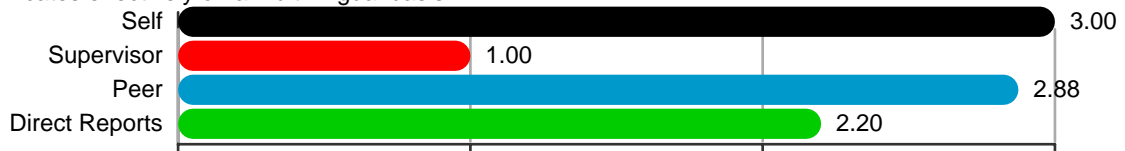
Summary Scores



1. Builds working relationships with others across cultures.



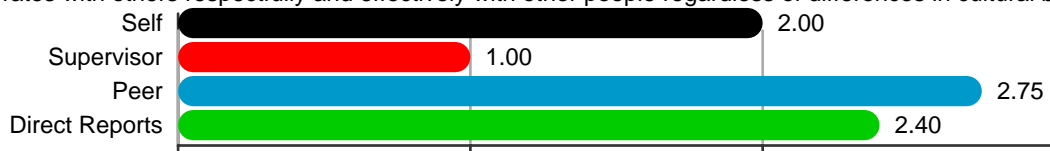
2. Communicates effectively on a multi-lingual basis.



3. Facilitates open communication with individuals from other countries.



4. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.



5. Sets the example for team on importance of cultural awareness.



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. Builds working relationships with others across cultures.	15	2.27	33.3	7%	60%	33%
2. Communicates effectively on a multi-lingual basis.	15	2.53	73.3	20%	7%	73%
3. Facilitates open communication with individuals from other countries.	15	2.33	40.0	7%	53%	40%
4. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	2.47	53.3	7%	40%	53%
5. Sets the example for team on importance of cultural awareness.	15	2.27	40.0	13%	47%	40%

Comments:

- Manager engages in all categories described above as marked.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- Provide more frequent development feedback.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- Experience, mentoring and self-confidence.

Conflict Management

Summary Scores



6. Clearly expresses expectations to others.



7. Deals effectively with employee grievances.



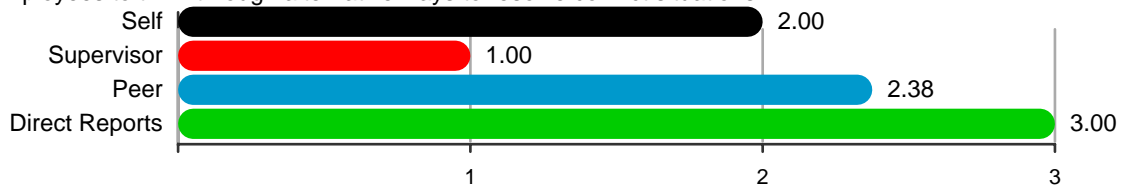
8. Tries to understand others' point of view before making judgments



9. Assists team members by helping them see the other point of view.



10. Helps employees to think through alternative ways to resolve conflict situations.



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. Clearly expresses expectations to others.	15	2.13	33.3	20%	47%	33%
7. Deals effectively with employee grievances.	15	2.07	26.7	20%	53%	27%
8. Tries to understand others' point of view before making judgments	15	2.33	40.0	7%	53%	40%
9. Assists team members by helping them see the other point of view.	15	2.40	53.3	13%	33%	53%
10. Helps employees to think through alternative ways to resolve conflict situations.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- Communication to staff has greatly improved.
- ___ is an excellent communicator and is very open and supportive to her staff.

Teamwork

Summary Scores



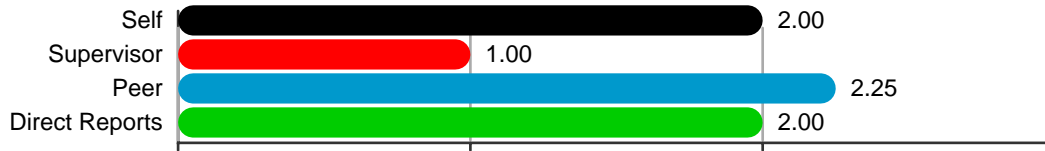
11. Creates a climate that encourages team participation.



12. Coaches team members



13. Creates a culture that fosters and values collaboration.



14. Facilitates team discussions and problem-solving



15. Identifies and resolves conflicts within the team to increase team effectiveness



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).

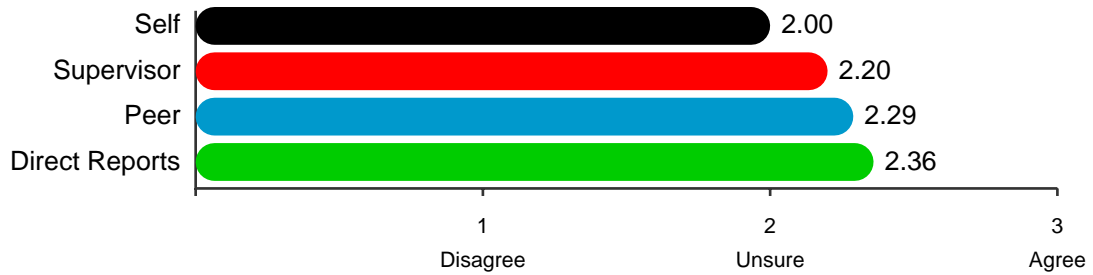
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Creates a climate that encourages team participation.	15	2.33	40.0	7%	53%	40%
12. Coaches team members	15	2.07	20.0	13%	67%	20%
13. Creates a culture that fosters and values collaboration.	15	2.07	26.7	20%	53%	27%
14. Facilitates team discussions and problem-solving	15	2.27	40.0	13%	47%	40%
15. Identifies and resolves conflicts within the team to increase team effectiveness	14	2.43	50.0	7%	43%	50%

Comments:

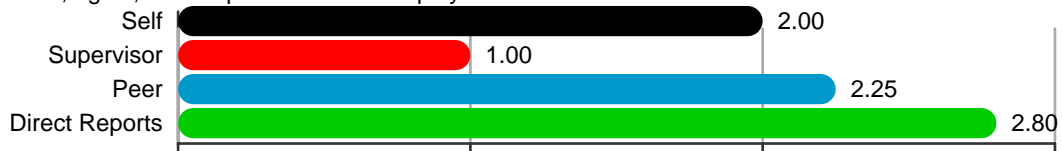
- ___ is committed to our organization and leads by example.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team

Accountability

Summary Scores



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



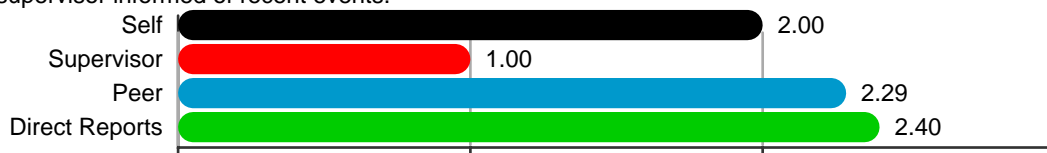
17. Develops goals and establishes objective measures of success.



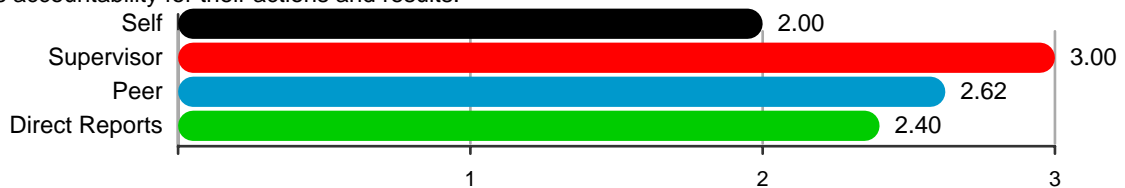
18. Is someone you can trust.



19. Keeps supervisor informed of recent events.



20. Accepts accountability for their actions and results.



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).

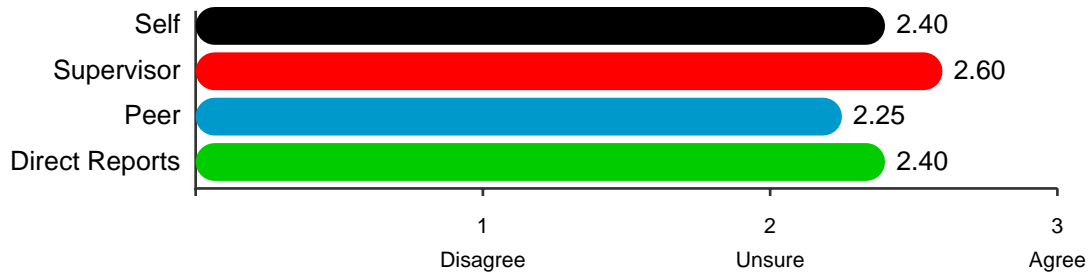
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Defines roles, rights, and responsibilities of employees.	15	2.33	46.7	13%	40%	47%
17. Develops goals and establishes objective measures of success.	15	2.33	40.0	7%	53%	40%
18. Is someone you can trust.	14	2.00	14.3	14%	71%	14%
19. Keeps supervisor informed of recent events.	14	2.21	42.9	21%	36%	43%
20. Accepts accountability for their actions and results.	15	2.53	60.0	7%	33%	60%

Comments:

- Provides coaching for developing team leaders to help them meet their goals.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- Positive energy and a team player.
- I can not say enough good things about ___ she has been an asset to our department from day one.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- She is such a positive person and always willing to pitch in where help is needed.

Passion To Learn

Summary Scores



21. Embraces new technology and procedures.



22. Is open to feedback from others.



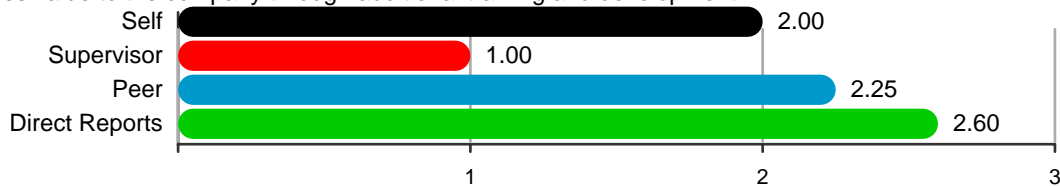
23. Is open minded and curious about learning new skills.



24. Constantly enhances product knowledge through experimentation and play.



25. Enhances value to the company through additional training and development.



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. Embraces new technology and procedures.	15	2.60	66.7	7%	27%	67%
22. Is open to feedback from others.	15	2.33	40.0	7%	53%	40%
23. Is open minded and curious about learning new skills.	15	2.07	20.0	13%	67%	20%
24. Constantly enhances product knowledge through experimentation and play.	15	2.40	53.3	13%	33%	53%
25. Enhances value to the company through additional training and development.	15	2.27	53.3	27%	20%	53%

Comments:

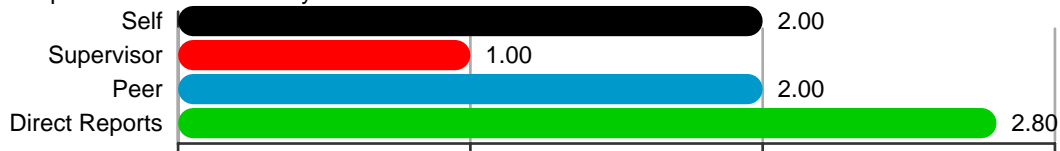
- I have had personal interactions with ___ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart 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.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- She is respectful of the people she works with regardless of the level in the organization.

Emotional Intelligence

Summary Scores



26. Is able to express themselves clearly.



27. Is able to manage their own emotions.



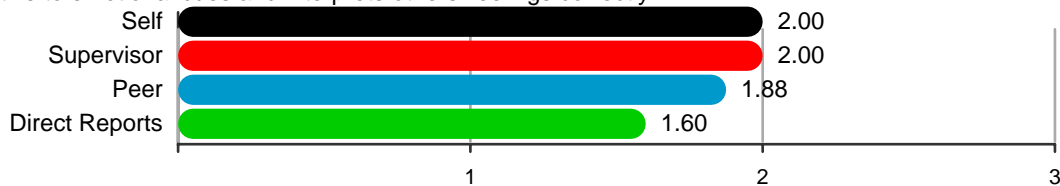
28. Is able to control their own emotions.



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



30. Is attentive to emotional cues and interprets others' feelings correctly.



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).

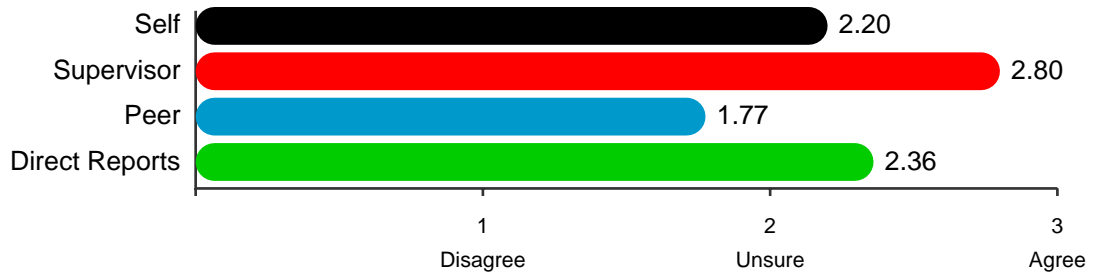
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Is able to express themselves clearly.	15	2.20	33.3	13%	53%	33%
27. Is able to manage their own emotions.	15	2.00	26.7	27%	47%	27%
28. Is able to control their own emotions.	15	2.47	53.3	7%	40%	53%
29. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.60	60.0		40%	60%
30. Is attentive to emotional cues and interprets others' feelings correctly.	15	1.80	13.3	33%	53%	13%

Comments:

- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- She is organized, kind, and extremely approachable.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- ___ can be counted on for her reliability.
- She has hired good people, and developed strong relationships with finance.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.

Management

Summary Scores



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



32. Is ready to offer help



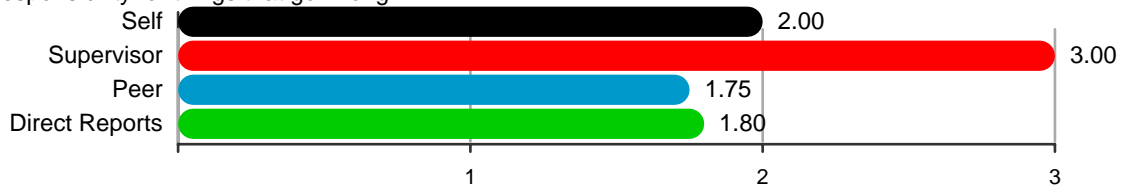
33. Makes you feel enthusiastic about your work



34. Sets an example for others to follow



35. Takes responsibility for things that go wrong



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).

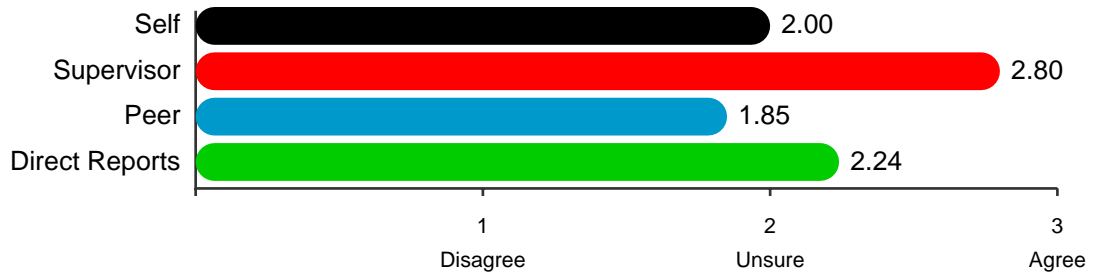
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Keep staff informed about what is happening in the company	15	2.13	33.3	20%	47%	33%
32. Is ready to offer help	15	2.13	33.3	20%	47%	33%
33. Makes you feel enthusiastic about your work	15	2.07	33.3	27%	40%	33%
34. Sets an example for others to follow	15	2.13	26.7	13%	60%	27%
35. Takes responsibility for things that go wrong	15	1.87	20.0	33%	47%	20%

Comments:

- I will always welcome ___'s direct, honest, caring feedback.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- I enjoy working with ___ very much.
- Is very upbeat and quick to contribute to the team.

Excellence

Summary Scores



36. Keeps themselves and others focused on constant improvement.



37. Demonstrates the analytical skills to do their job.



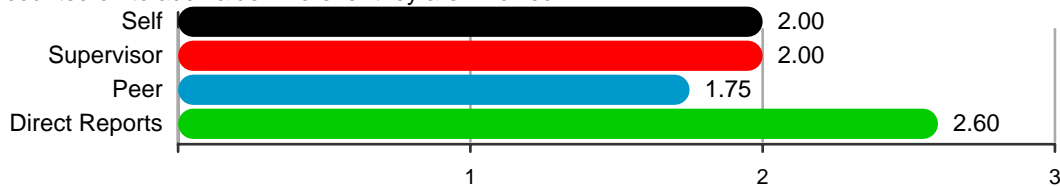
38. Produces high quality work.



39. Demonstrates the functional or technical skills necessary to do their job.



40. Can be counted on to add value wherever they are involved.



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).

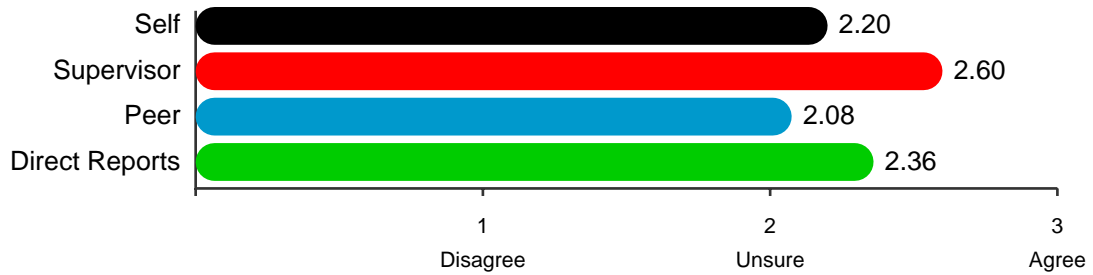
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Keeps themselves and others focused on constant improvement.	15	1.87	20.0	33%	47%	20%
37. Demonstrates the analytical skills to do their job.	15	1.93	13.3	20%	67%	13%
38. Produces high quality work.	15	2.07	33.3	27%	40%	33%
39. Demonstrates the functional or technical skills necessary to do their job.	15	2.33	33.3		67%	33%
40. Can be counted on to add value wherever they are involved.	15	2.07	33.3	27%	40%	33%

Comments:

- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Personality. Great Mentor and Leader. Talented.
- One of the things that I most appreciate about ___ is her willingness to mentor and grow new talent.
- She could benefit from becoming more comfortable challenging others.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.

Trustworthy

Summary Scores



41. Consistently keeps commitments.



42. Is trustworthy; is someone I can trust.



43. Communicates an understanding of the other person's interests, needs and concerns.



44. Is a person you can trust.



45. Delivers on promises made.



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
41. Consistently keeps commitments.	15	2.00	26.7	27%	47%	27%
42. Is trustworthy; is someone I can trust.	15	2.13	33.3	20%	47%	33%
43. Communicates an understanding of the other person's interests, needs and concerns.	15	2.20	40.0	20%	40%	40%
44. Is a person you can trust.	15	2.20	26.7	7%	67%	27%
45. Delivers on promises made.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- ___ 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.
- Employees were not encouraged to do anything besides come to 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.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

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?

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- She always responds in a timely manner and stays organized.
- Sometimes you want a little more direction from ____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- She is, quite simply, the best boss I've ever had.
- ____ is a strong leader & mentor.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.

What do you like best about working with this individual?

- Overall, I think ____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ____ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ____ does a great job investigating an issue thinking it through before she takes action.
- ____ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- She offers up ideas of how I could have handled something differently in a constructive manner.

What do you like least about working with this individual?

- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- ____ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- Your initiative influences others in a positive way.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- She is a great teammate!
- ____ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.

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

- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- Set clear expectations for others.
- She is, quite simply, the best boss I've ever had.
- She looks at problems in a systematic way and asks for input prior to making decisions.

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

- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- ___ needs no improvement
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- She is very responsive when asked for input or her assistance is requested.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.

Any final comments?

- ___ works to keep up but a lot of new concepts.
- I wish I had 5 more years to learn from ___. She teaches me with every interaction.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.