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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.

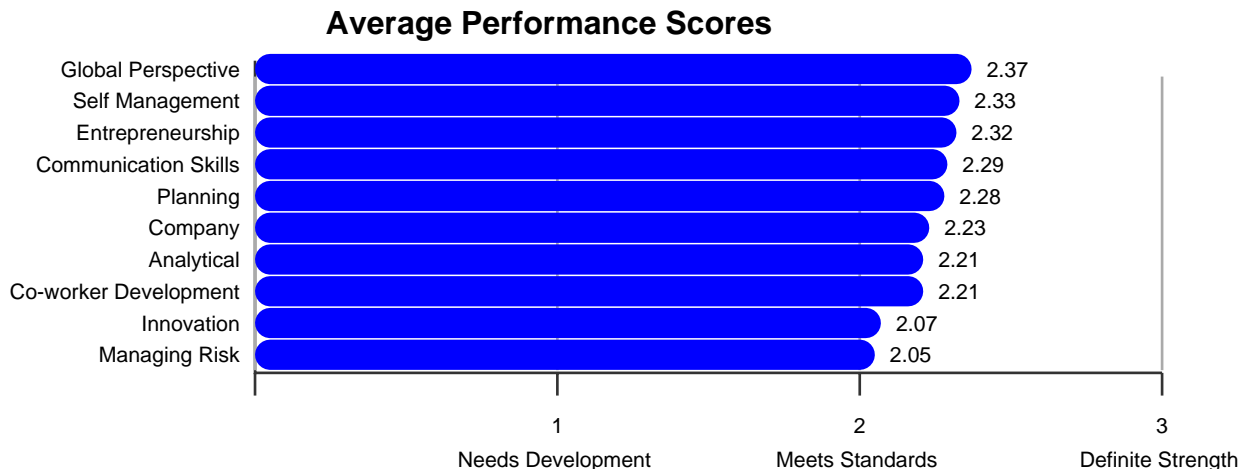
## What to Do with Your Feedback

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 10 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

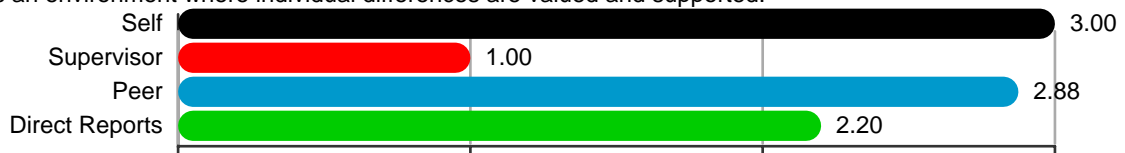
## Summary Scores



### 1. Able to work with others from different cultures and countries.



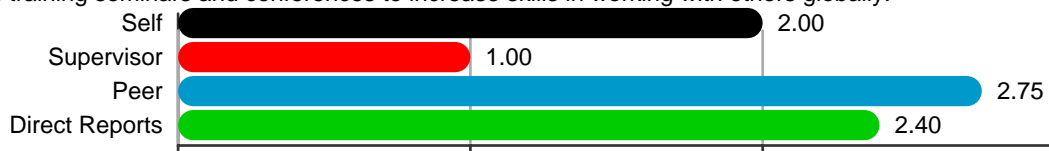
### 2. Creates an environment where individual differences are valued and supported.



### 3. Analyzes global issues/problems that are having a large impact on the Company.



### 4. Attends training seminars and conferences to increase skills in working with others globally.



### 5. Aligns personal vision with global strategies.



## 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. Able to work with others from different cultures and countries.	15	2.27	33.3	7%	60%	33%
2. Creates an environment where individual differences are valued and supported.	15	2.53	73.3	20%	7%	73%
3. Analyzes global issues/problems that are having a large impact on the Company.	15	2.33	40.0	7%	53%	40%
4. Attends training seminars and conferences to increase skills in working with others globally.	15	2.47	53.3	7%	40%	53%
5. Aligns personal vision with global strategies.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- He seems to be well respected from members of his own team as well.
- \_\_\_\_\_ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- \_\_\_\_\_ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.

# Planning

## Summary Scores



6. Involves relevant coworkers in the development of the plan.



7. Is able to clearly articulate the plan for the department/district.



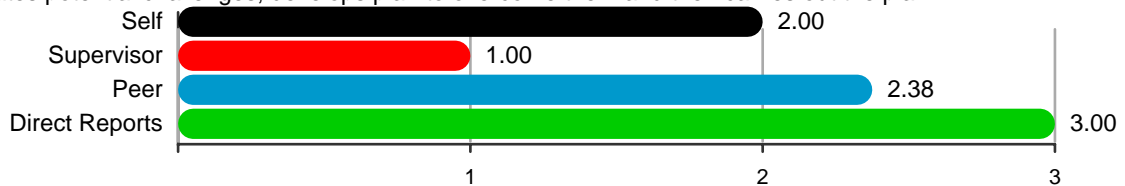
8. Creates a timeline to specify when each phase of the project should be concluded.



9. Determines what supplies/equipment will be needed for the department.



10. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



## 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. Involves relevant coworkers in the development of the plan.	15	2.13	33.3	20%	47%	33%
7. Is able to clearly articulate the plan for the department/district.	15	2.07	26.7	20%	53%	27%
8. Creates a timeline to specify when each phase of the project should be concluded.	15	2.33	40.0	7%	53%	40%
9. Determines what supplies/equipment will be needed for the department.	15	2.40	53.3	13%	33%	53%
10. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	2.47	60.0	13%	27%	60%

### Comments:

- Closes off discussions with action plans.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- \_\_\_\_\_ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with \_\_\_\_\_ at [CompanyName] and appreciate his support and leadership.. \_\_\_\_\_ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- \_\_\_\_\_ 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.

# Company

## Summary Scores



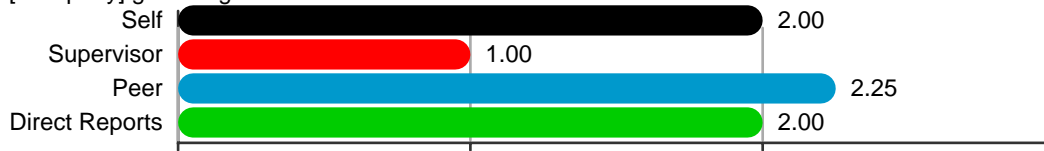
11. Impresses upon others the important aspects of [Company].



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



13. Attends [Company] gatherings and social events.



14. Follows existing procedures and processes.



15. Understands the "basics" as to how [Company] functions/operates.





## 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. Impresses upon others the important aspects of [Company].	15	2.33	40.0	7%	53%	40%
12. Expresses loyalty and dedication to [Company] in interactions with others.	15	2.07	20.0	13%	67%	20%
13. Attends [Company] gatherings and social events.	15	2.07	26.7	20%	53%	27%
14. Follows existing procedures and processes.	15	2.27	40.0	13%	47%	40%
15. Understands the "basics" as to how [Company] functions/operates.	14	2.43	50.0	7%	43%	50%

### Comments:

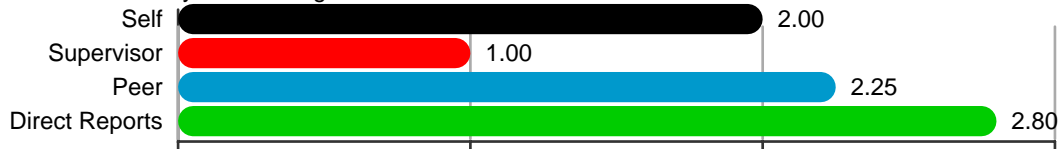
- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- Uses visual aids to communicate progress to your team.
- \_\_\_\_\_ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- \_\_\_\_\_ analyzes all situations before making a decision.

# Communication Skills

## Summary Scores



### 16. Communicates effectively with colleagues and customers



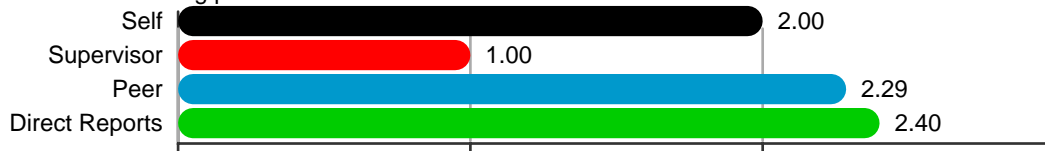
### 17. Delivers influential presentations.



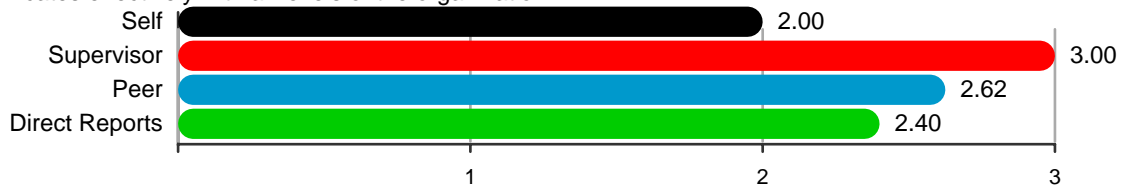
### 18. Conveys ideas confidently and succinctly.



### 19. Gives clear and convincing presentations.



### 20. Communicates effectively with all levels of the organization.



## 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. Communicates effectively with colleagues and customers	15	2.33	46.7	13%	40%	47%
17. Delivers influential presentations.	15	2.33	40.0	7%	53%	40%
18. Conveys ideas confidently and succinctly.	14	2.00	14.3	14%	71%	14%
19. Gives clear and convincing presentations.	14	2.21	42.9	21%	36%	43%
20. Communicates effectively with all levels of the organization.	15	2.53	60.0	7%	33%	60%

### Comments:

- He is organized, kind, and extremely approachable.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- \_\_\_\_\_ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_\_\_ and get an honest response.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.

# Self Management

## Summary Scores



21. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



22. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



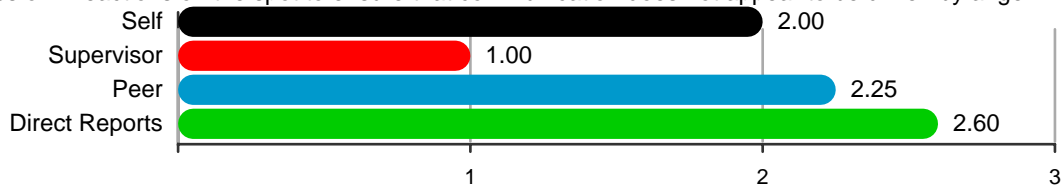
23. Steps away from a situation to process appropriate response.



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



25. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



## 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. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	2.60	66.7	7%	27%	67%
22. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.33	40.0	7%	53%	40%
23. Steps away from a situation to process appropriate response.	15	2.07	20.0	13%	67%	20%
24. Uses patience and self-control in working with customers and associates.	15	2.40	53.3	13%	33%	53%
25. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.27	53.3	27%	20%	53%

### Comments:

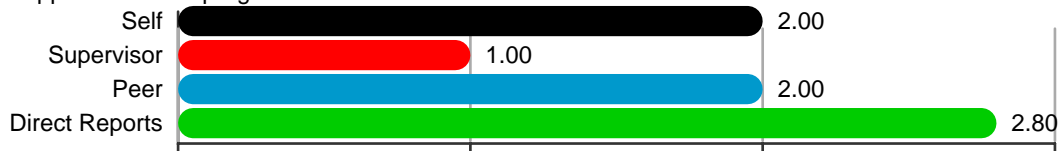
- I think having \_\_\_\_\_ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- \_\_\_\_\_ could improve his communication style. He often does not clearly communicate his 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.
- He holds everyone to such a high standard, you don't want to disappoint him.
- \_\_\_\_\_ has grown and proven himself to be an effective leader in the imaging department.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- I am VERY fortunate to be on his team and part of this division.

# Analytical

## Summary Scores



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



### 27. Analyzes issues and reduces them to their component parts.



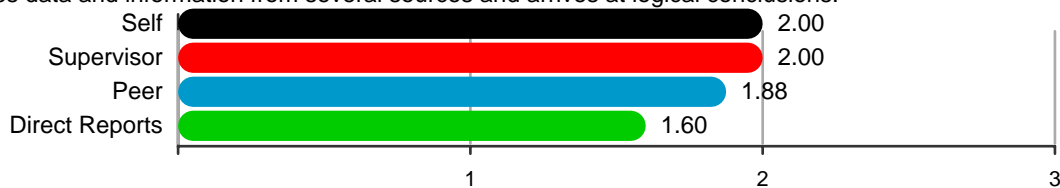
### 28. Identifies problems and issues needing resolution.



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



### 30. Analyzes data and information from several sources and arrives at logical conclusions.



## 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. Identifies opportunities for progress and innovation.	15	2.20	33.3	13%	53%	33%
27. Analyzes issues and reduces them to their component parts.	15	2.00	26.7	27%	47%	27%
28. Identifies problems and issues needing resolution.	15	2.47	53.3	7%	40%	53%
29. Selects the appropriate techniques for analysis.	15	2.60	60.0		40%	60%
30. Analyzes data and information from several sources and arrives at logical conclusions.	15	1.80	13.3	33%	53%	13%

### Comments:

- He communicates well to all staff and we know what is expected of us.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.
- \_\_\_\_\_ excels at keeping in touch with all aspects of their job, and our jobs.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- He is always looking to and listening to the staff for their and needs.

# Innovation

## Summary Scores



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



32. Challenges current procedures to develop other alternatives.



33. Takes risks to advance important ideas.



34. Implements best practices within the department.



35. Builds upon the ideas and solutions of others.





## Level of Skill

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

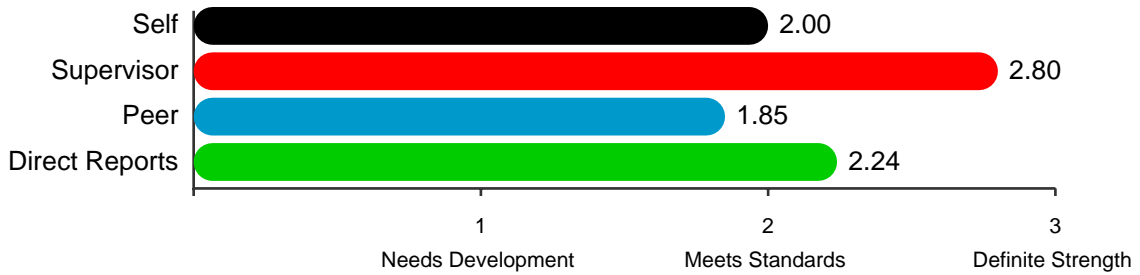
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Encourages open communication to ensure that all proposals are considered.	15	2.13	33.3	20%	47%	33%
32. Challenges current procedures to develop other alternatives.	15	2.13	33.3	20%	47%	33%
33. Takes risks to advance important ideas.	15	2.07	33.3	27%	40%	33%
34. Implements best practices within the department.	15	2.13	26.7	13%	60%	27%
35. Builds upon the ideas and solutions of others.	15	1.87	20.0	33%	47%	20%

### Comments:

- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- He is eager to learn and eager to share knowledge.
- \_\_\_\_\_ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- I have appreciated \_\_\_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- \_\_\_\_\_ delegates very effectively.

# Managing Risk

## Summary Scores



### 36. Rewards innovative experiments to try new ideas.



### 37. Gathers information regarding potential risks.



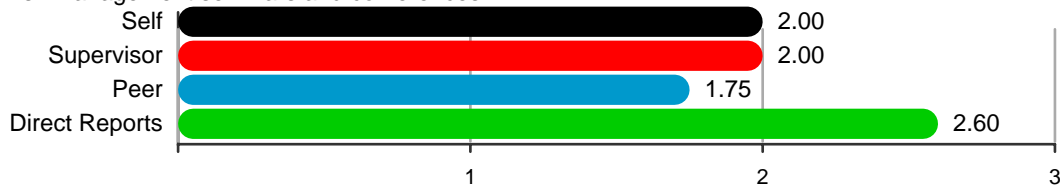
### 38. Implements changes to reduce the chances of critical incidents in the future.



### 39. Responds appropriately to unexplained or unanticipated events.



### 40. Attends risk management seminars and conferences.



## 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. Rewards innovative experiments to try new ideas.	15	1.87	20.0	33%	47%	20%
37. Gathers information regarding potential risks.	15	1.93	13.3	20%	67%	13%
38. Implements changes to reduce the chances of critical incidents in the future.	15	2.07	33.3	27%	40%	33%
39. Responds appropriately to unexplained or unanticipated events.	15	2.33	33.3		67%	33%
40. Attends risk management seminars and conferences.	15	2.07	33.3	27%	40%	33%

### Comments:

- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- I appreciate that \_\_\_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I appreciate his helpful and cheerful outlook!
- I feel as though I have a shared decision making relationship with \_\_\_\_\_ which makes me feel valued. He supports me and values my opinion.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- \_\_\_\_\_ has an impressive vision for the company.

# Co-worker Development

## Summary Scores



### 41. Provides ongoing feedback to co-workers on their development progress



### 42. Adapts coaching and mentoring approach to meet the style or needs of individuals



### 43. Works to identify root causes of performance problems



### 44. Sets and clearly communicates expectations, performance goals, and measurements to others



### 45. Takes immediate action on poor performance



## Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Provides ongoing feedback to co-workers on their development progress	15	2.00	26.7	27%	47%	27%
42. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.13	33.3	20%	47%	33%
43. Works to identify root causes of performance problems	15	2.20	40.0	20%	40%	40%
44. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.20	26.7	7%	67%	27%
45. Takes immediate action on poor performance	15	2.53	60.0	7%	33%	60%

### Comments:

- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- His communication is precise and at times short when some would prefer a greater detailed account.
- Does above and beyond work consistently
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- I have worked on several performance improvement projects with \_\_\_\_\_ and have appreciated his knowledge and reliability with collaboration.
- \_\_\_\_\_ has demonstrated the ability to manage significant changes in his area with great skill.

# Entrepreneurship

## Summary Scores



46. Exhibits determination and passion in completion of goals.



47. Finds unique ways to go around barriers to success.



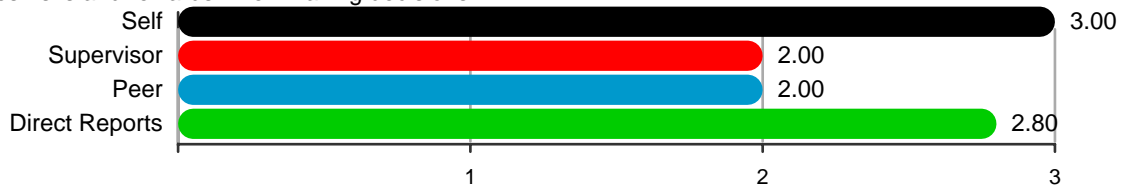
48. Able to adapt the department to changing business demands and climate.



49. Is comfortable operating in an environment of uncertainty.



50. Balances risks and rewards when making decisions.



## Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Exhibits determination and passion in completion of goals.	15	2.27	26.7		73%	27%
47. Finds unique ways to go around barriers to success.	15	2.13	26.7	13%	60%	27%
48. Able to adapt the department to changing business demands and climate.	15	2.40	40.0		60%	40%
49. Is comfortable operating in an environment of uncertainty.	15	2.47	46.7		53%	47%
50. Balances risks and rewards when making decisions.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- He is showing more comfort in providing and receiving critical feedback.
- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- I enjoy working with \_\_\_\_\_. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.

## 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?

- There are two items above that will be part of my goals for the coming year.
- \_\_\_\_\_ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- \_\_\_\_\_ has demonstrated the ability to manage significant changes in his area with great skill.
- Is viewed by many as a strong organizational resource.
- I like that he challenges me.
- He encourages staff skill development and input to improve department processes

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

- I wish I had 5 more years to learn from \_\_\_\_\_. He teaches me with every interaction.
- Over the past few months \_\_\_\_\_ has been creating a bridge between the billing staff and the operations departments.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- I appreciate his perspective and guidance on a variety of things.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.

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

- \_\_\_\_\_ has excellent job and people skills.
- \_\_\_\_\_ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- In 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.
- \_\_\_\_\_ 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.
- Has good intentions, but follow through needs more work.
- His quality of work is good.

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

- I'm not sure if management is \_\_\_\_\_'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- \_\_\_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- Strive for excellence. Willing to learn. Implement advice from others.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.

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

- He truly is the best Manager I have ever had.
- Stay focused more on the agenda for meetings.
- Sometimes his decisions aren't thought through from a financial perspective.
- He is well respected by his peers and it is clear to see why.
- \_\_\_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- Is viewed by many as a strong organizational resource.



### Any final comments?

- \_\_\_\_\_ promotes and encourages teambuilding throughout the entire department.
- \_\_\_\_\_ has been so helpful to me as a new manager.
- He cares deeply about the engagement of his staff and has concern for those in need.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'•
- His communication techniques are clear and to the point which is very much appreciated.
- I enjoy working with \_\_\_\_\_ very much.