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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.

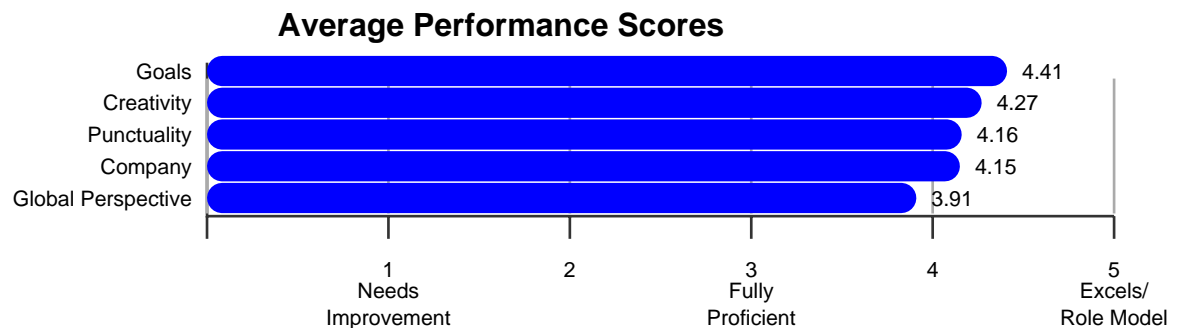
## What to Do with Your Feedback

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

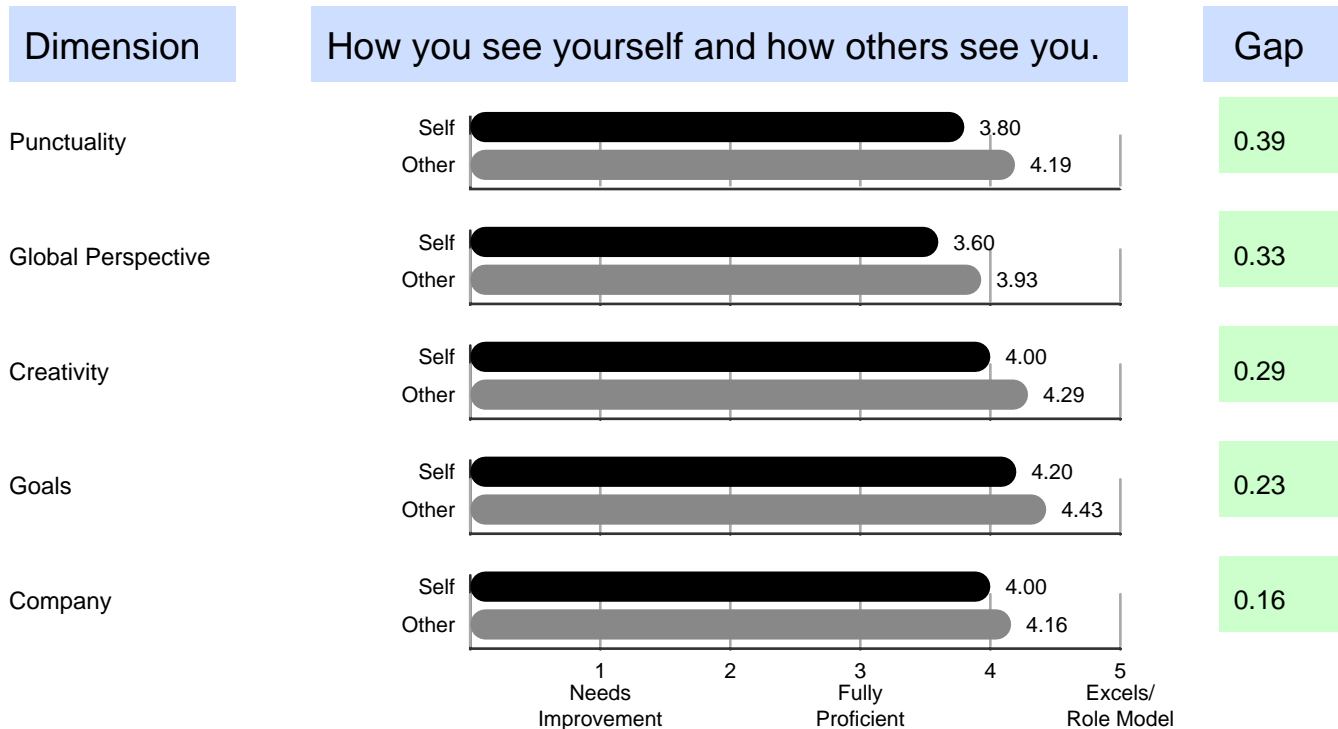
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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.



# Goals

## Summary Scores



1. You understand and contribute to development of strategic goals.



2. You conduct timely follow-up; keeps others informed on a need to know basis.



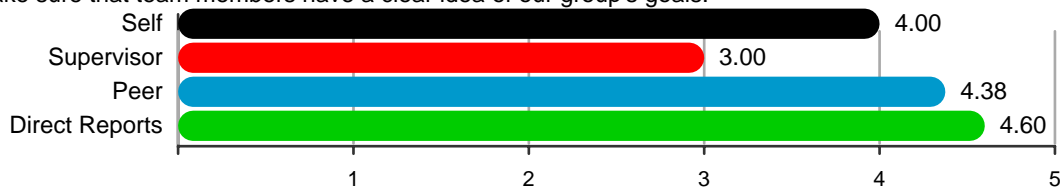
3. You set challenging stretch goals



4. You achieve goals.



5. You make sure that team members have a clear idea of our group's goals.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. You understand and contribute to development of strategic goals.	15	4.20	93.3	7%	67%	27%
2. You conduct timely follow-up; keeps others informed on a need to know basis.	15	4.87	100.0	13%	87%	
3. You set challenging stretch goals	15	4.27	93.3	7%	60%	33%
4. You achieve goals.	15	4.40	86.7	13%	33%	53%
5. You make sure that team members have a clear idea of our group's goals.	15	4.33	93.3	7%	53%	40%

### Comments:

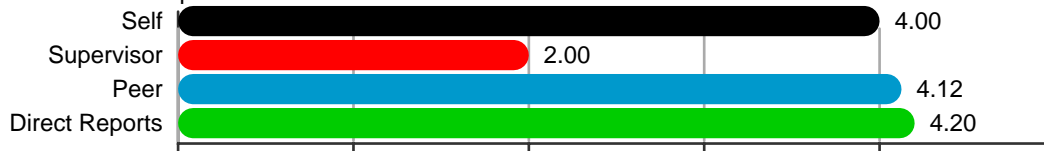
- I honestly cannot think of anything that she could improve on.
- \_\_\_ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- \_\_\_ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- \_\_\_ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- It has been a wonderful having \_\_\_ as our manager so far, the future looks brighter!

# Creativity

## Summary Scores



### 6. You are creative and inspirational.



### 7. You create a lot of new ideas.



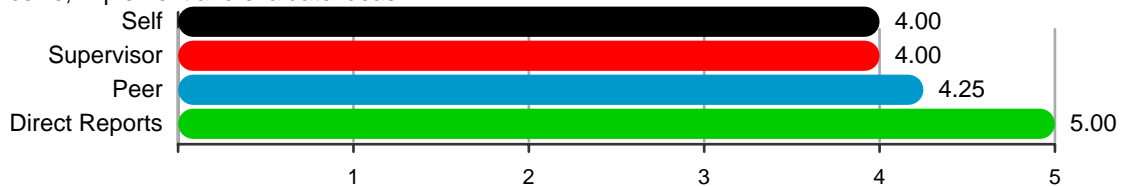
### 8. You add value to the department/organization.



### 9. You are creative.



### 10. You conceive, implement and evaluate ideas.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. You are creative and inspirational.	15	4.00	80.0	7%	13%	53%	27%
7. You create a lot of new ideas.	15	4.07	80.0		20%	53%	27%
8. You add value to the department/organization.	15	4.33	93.3	7%		47%	47%
9. You are creative.	15	4.47	93.3	7%		40%	53%
10. You conceive, implement and evaluate ideas.	15	4.47	93.3	7%		40%	53%

### Comments:

- I feel as though \_\_\_ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- \_\_\_ is a hands on leader in our program.
- She is willing to fill in with daily workload when we are short staffed.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_ can.
- In my opinion, \_\_\_ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop \_\_\_.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.

# Punctuality

## Summary Scores



11. You avoid making personal phone calls during working hours.



12. You maintain an efficient schedule of activities.



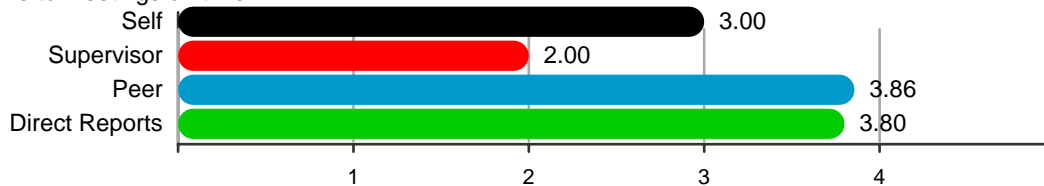
13. You conduct appointments at scheduled start time.



14. You start meetings on time.



15. You arrive to meetings on time.





## Level of Skill

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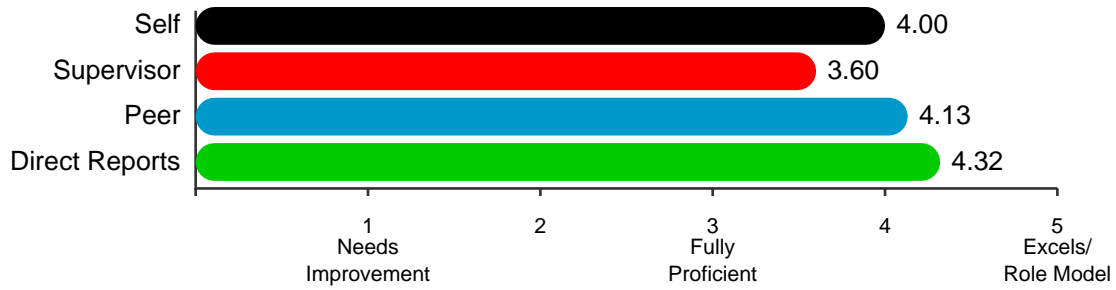
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. You avoid making personal phone calls during working hours.	15	4.60	100.0	40%	60%	
12. You maintain an efficient schedule of activities.	15	4.27	100.0	73%	27%	
13. You conduct appointments at scheduled start time.	15	4.33	100.0	67%	33%	
14. You start meetings on time.	15	3.93	73.3	27%	53%	20%
15. You arrive to meetings on time.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.
- \_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- \_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_ without her bringing them before the team for discussion.
- \_\_\_ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- \_\_\_ is a great team player with an employee safety and satisfaction focus.
- \_\_\_ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

# Company

## Summary Scores



16. You understand the "basics" as to how [Company] functions/operates.



17. You follow existing procedures and processes.



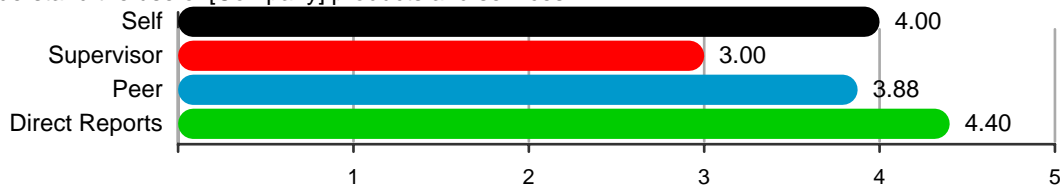
18. You understand how decisions impact other business units beyond your immediate department of work group.



19. You express loyalty and dedication to [Company] in interactions with others.



20. You understand the use of [Company] products and services.



## 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 Improvement) to green (Excels/ Role Model).

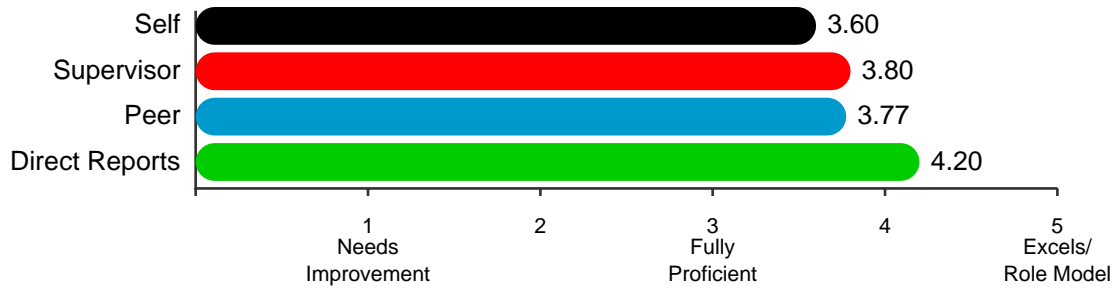
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. You understand the "basics" as to how [Company] functions/operates.	15	4.33	86.7	13%	40%	47%	
17. You follow existing procedures and processes.	15	4.27	93.3	7%	60%	33%	
18. You understand how decisions impact other business units beyond your immediate department of work group.	14	4.00	92.9	7%	86%	7%	
19. You express loyalty and dedication to [Company] in interactions with others.	14	4.14	85.7	7%	7%	50%	36%
20. You understand the use of [Company] products and services.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Does well in most technical skills and is willing to learn anything that is new
- I really enjoy working with \_\_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- \_\_\_\_\_ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- \_\_\_\_\_'s job performance exceeds all the elements.
- \_\_\_\_\_ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. \_\_\_\_\_ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.

# Global Perspective

## Summary Scores



### 21. You accept setbacks and challenges in foreign markets as improvement opportunities



### 22. You are able to work with individuals having different backgrounds and cultures.



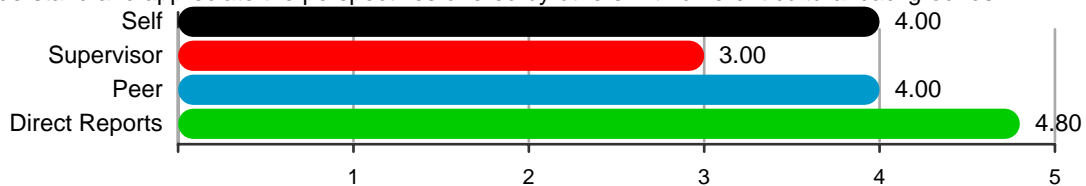
### 23. You create an environment where individual differences are valued and supported.



### 24. You demonstrate working knowledge of global transactions.



### 25. You understand and appreciate the perspectives offered by others with different cultural backgrounds.



## 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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. You accept setbacks and challenges in foreign markets as improvement opportunities	15	4.00	66.7	13%	20%	20%	47%	
22. You are able to work with individuals having different backgrounds and cultures.	15	3.47	53.3	13%	33%	47%	7%	
23. You create an environment where individual differences are valued and supported.	15	3.60	66.7	13%	20%	60%	7%	
24. You demonstrate working knowledge of global transactions.	15	4.27	86.7	7%	7%	40%	47%	
25. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

- Uses her people skills to change negative situations into positive.
- She is a very diligent hard worker.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- Manager engages in all categories described above as marked.
- She is a great leader.
- \_\_\_ sets high standards for her team and ensures they perform professionally.

## 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?

- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- \_\_\_ is a great leader and supports her staff.
- \_\_\_ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- \_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- \_\_\_, more than most, takes what we've learned and implements changes.

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

- \_\_\_ consistently asks how the day is going, if she can help us at all.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- \_\_\_ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- She is an excellent Manager!
- \_\_\_ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- Always steps up if help is needed.

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

- \_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- \_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- Her quality of work is good.
- My interaction with \_\_\_ is very limited, but when I have requested time with her, she makes time for me.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.

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

- \_\_\_ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- \_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- She translated the creative thinking into real change and solution that advanced our department.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- I have appreciated \_\_\_'s approach to simplify department tasks, goals, and initiatives.
- \_\_\_ 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.

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

- I really enjoy working with \_\_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- She has taken her team to the next level.
- \_\_\_\_\_ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- I thoroughly enjoy working with \_\_\_\_\_ and she has been very helpful with the rework IS did with their job descriptions.

### Any final comments?

- Seek and provide critical feedback.
- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.
- I think she is the kind of manager our department has needed and will continue to need.
- I can depend on her with whatever is needed.
- \_\_\_\_\_ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- From my perspective, \_\_\_\_\_ is a very effective leader. I have seen \_\_\_\_\_ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_\_\_ is always open and is a great collaborator.