



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.

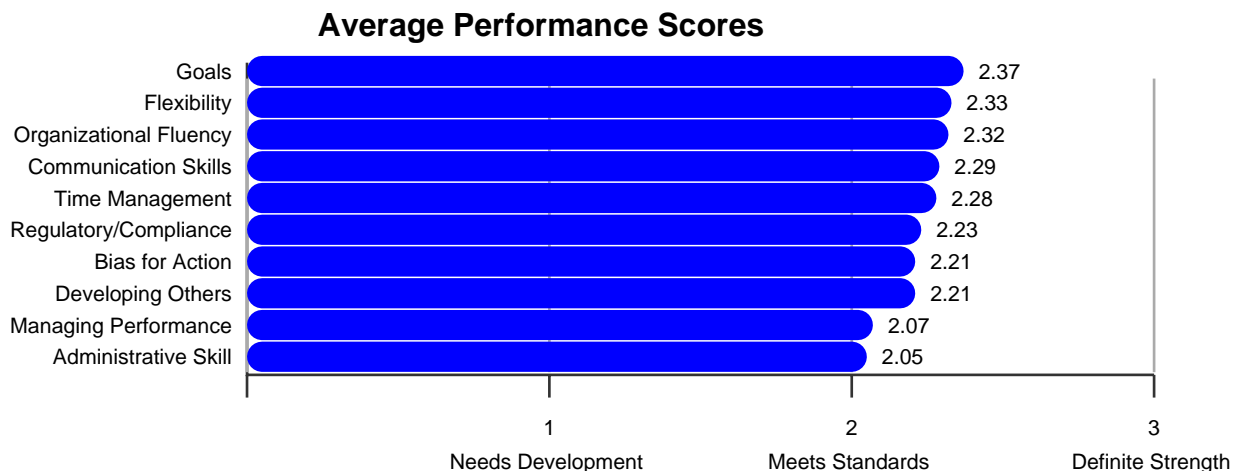
What to Do with Your Feedback

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

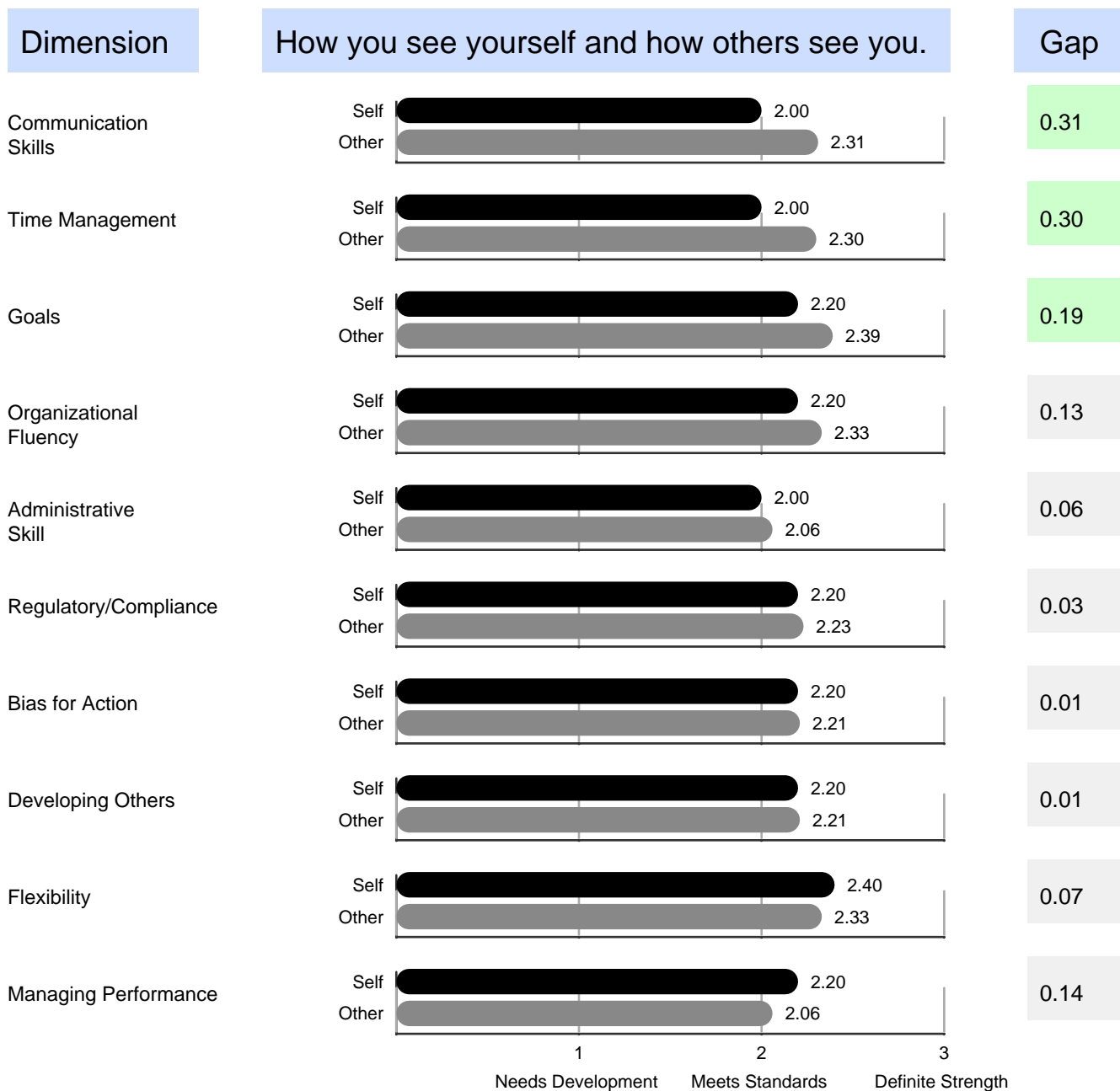
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



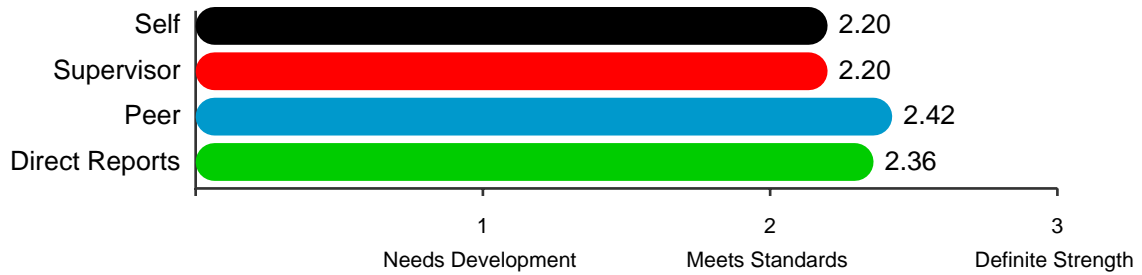
Gap Analysis

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.



Goals

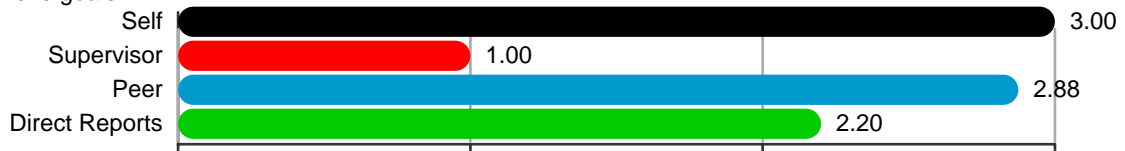
Summary Scores



1. You set challenging stretch goals



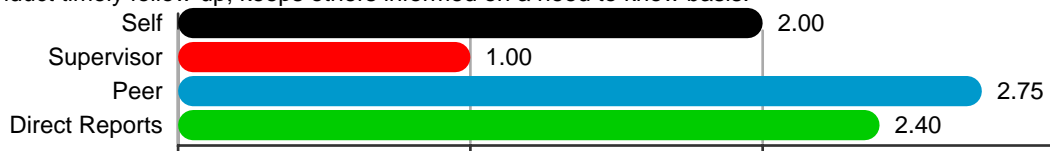
2. You achieve goals.



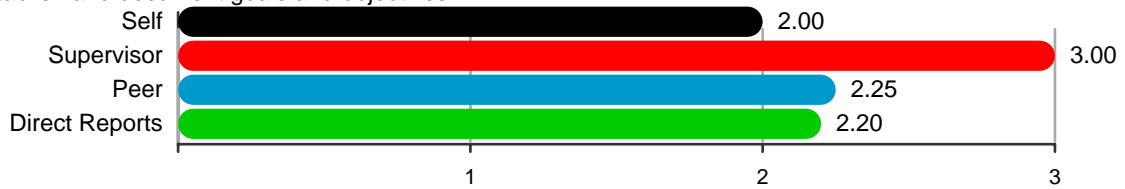
3. You achieve established goals.



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



5. You establish and document goals and objectives.



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).

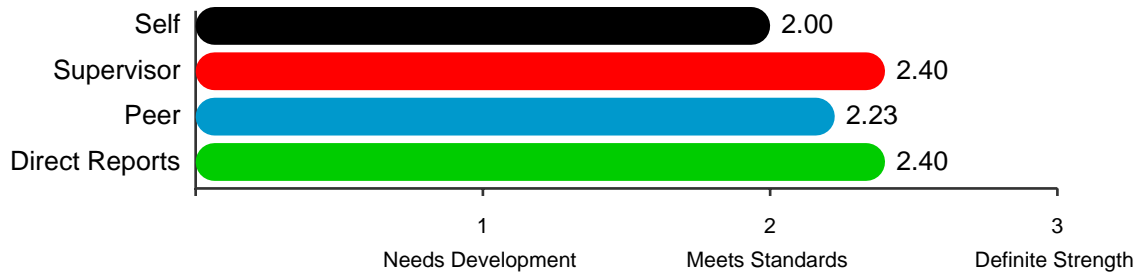
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You set challenging stretch goals	15	2.27	33.3	7%	60%	33%
2. You achieve goals.	15	2.53	73.3	20%	7%	73%
3. You achieve established goals.	15	2.33	40.0	7%	53%	40%
4. You conduct timely follow-up; keeps others informed on a need to know basis.	15	2.47	53.3	7%	40%	53%
5. You establish and document goals and objectives.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is a very good leader.
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.

Time Management

Summary Scores



6. You prioritize tasks to identify immediate and long-term objectives.



7. You avoid distractions in the workplace.



8. You leave time in the schedule for unplanned contingencies.



9. You complete tasks ahead of schedule.



10. You use agendas when chairing or facilitating meetings.



Level of Skill

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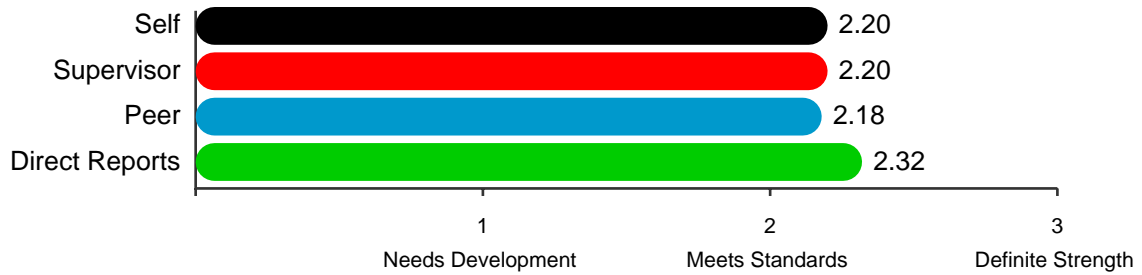
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You prioritize tasks to identify immediate and long-term objectives.	15	2.13	33.3	20%	47%	33%
7. You avoid distractions in the workplace.	15	2.07	26.7	20%	53%	27%
8. You leave time in the schedule for unplanned contingencies.	15	2.33	40.0	7%	53%	40%
9. You complete tasks ahead of schedule.	15	2.40	53.3	13%	33%	53%
10. You use agendas when chairing or facilitating meetings.	15	2.47	60.0	13%	27%	60%

Comments:

- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ has been very supportive of me and the Institute.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.

Regulatory/Compliance

Summary Scores



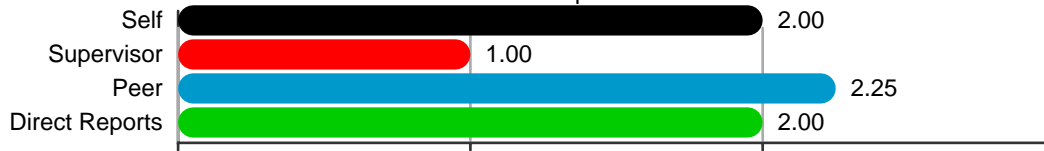
11. You offer training to employees to ensure they are complying with regulations.



12. You work quickly to implement changes in regulations.



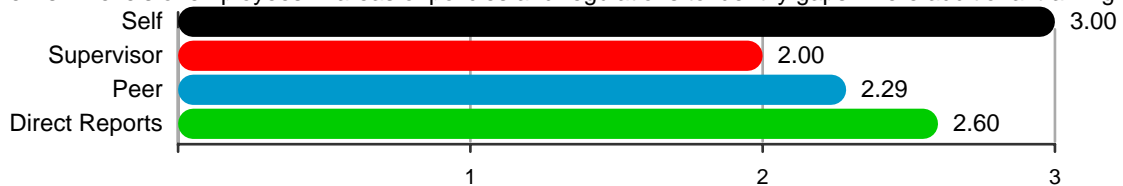
13. You maintain historical records and documents as needed/required.



14. You create documents and reports as needed to maintain compliance with regulations.



15. You review skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.



Level of Skill

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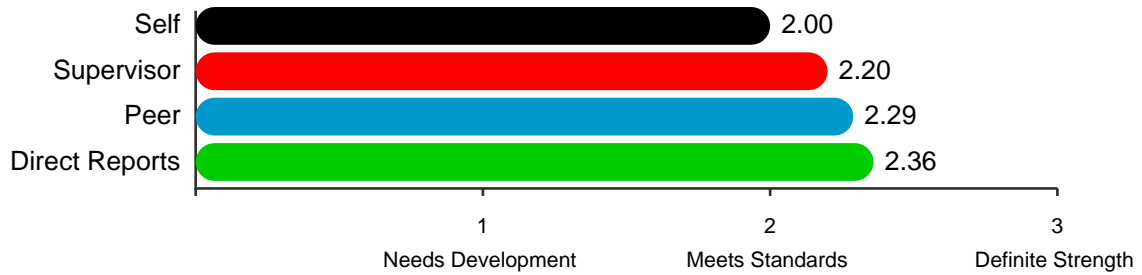
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You offer training to employees to ensure they are complying with regulations.	15	2.33	40.0	7%	53%	40%
12. You work quickly to implement changes in regulations.	15	2.07	20.0	13%	67%	20%
13. You maintain historical records and documents as needed/required.	15	2.07	26.7	20%	53%	27%
14. You create documents and reports as needed to maintain compliance with regulations.	15	2.27	40.0	13%	47%	40%
15. You review skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	14	2.43	50.0	7%	43%	50%

Comments:

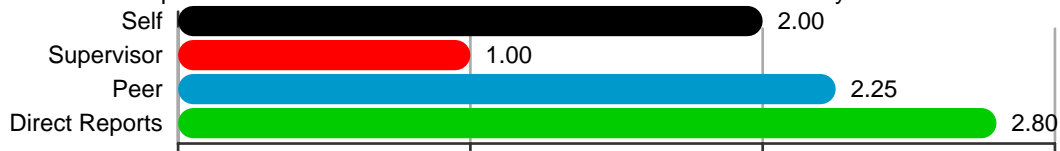
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.

Communication Skills

Summary Scores



16. You coach others and provides feedback on the use of different oral communication styles for different audiences



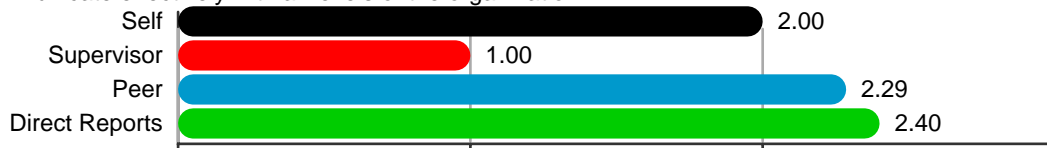
17. You an effective listener who is responsive to information needs.



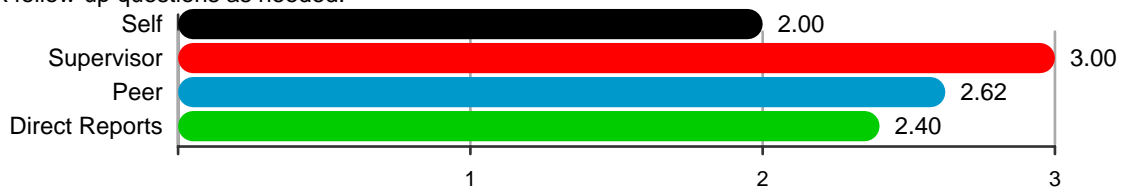
18. You choose the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



19. You communicate effectively with all levels of the organization.



20. You ask follow-up questions as needed.



Level of Skill

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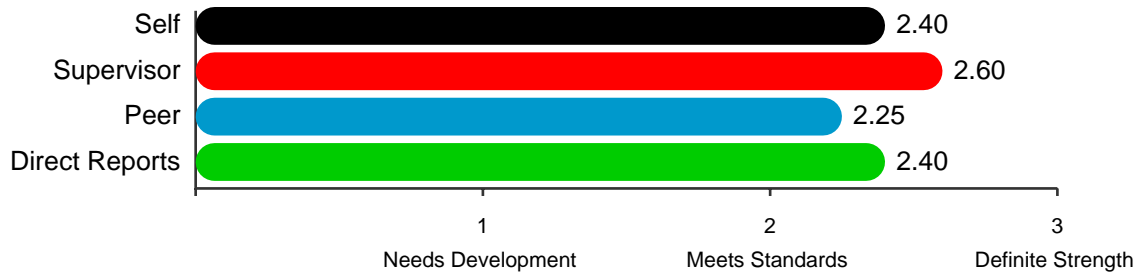
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You coach others and provides feedback on the use of different oral communication styles for different audiences	15	2.33	46.7	13%	40%	47%
17. You an effective listener who is responsive to information needs.	15	2.33	40.0	7%	53%	40%
18. You choose the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	14	2.00	14.3	14%	71%	14%
19. You communicate effectively with all levels of the organization.	14	2.21	42.9	21%	36%	43%
20. You ask follow-up questions as needed.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- He clearly assigns our responsibilities by our individual strengths.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.

Flexibility

Summary Scores



21. You implement changes as a result of having listened to employees



22. You are willing to try new ideas.



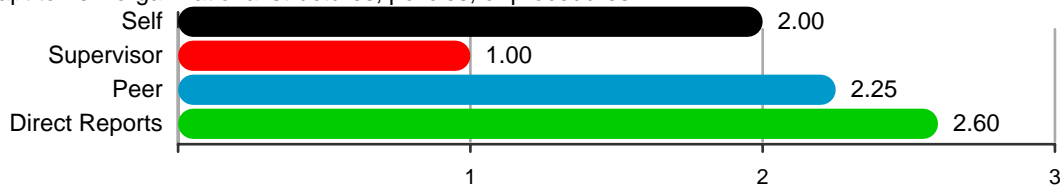
23. You encourage others to adopt new procedures.



24. You work effectively during periods of change.



25. You adapt to new organizational structures, policies, or procedures.



Level of Skill

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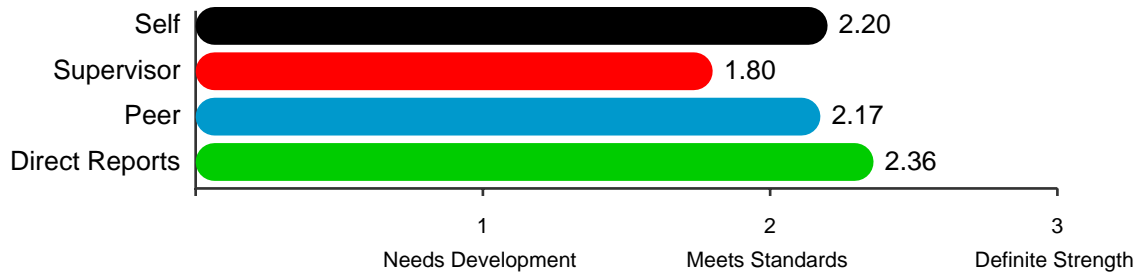
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You implement changes as a result of having listened to employees	15	2.60	66.7	7%	27%	67%
22. You are willing to try new ideas.	15	2.33	40.0	7%	53%	40%
23. You encourage others to adopt new procedures.	15	2.07	20.0	13%	67%	20%
24. You work effectively during periods of change.	15	2.40	53.3	13%	33%	53%
25. You adapt to new organizational structures, policies, or procedures.	15	2.27	53.3	27%	20%	53%

Comments:

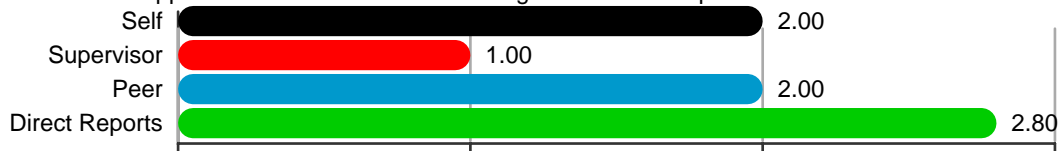
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- He is an advocate for [CompanyName].
- _____ 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.

Bias for Action

Summary Scores



26. You seek and utilize opportunities for continuous learning and self-development.



27. You display high energy and enthusiasm on consistent basis.



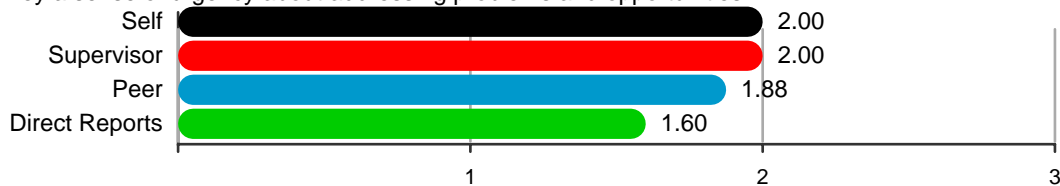
28. You coach others to foster an environment which can adapt quickly and willingly to rapid change.



29. You complete a large volume of work.



30. You convey a sense of urgency about addressing problems and opportunities



Level of Skill

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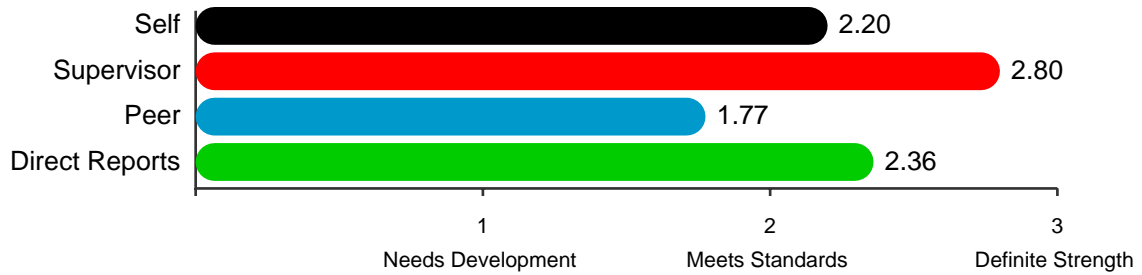
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You seek and utilize opportunities for continuous learning and self-development.	15	2.20	33.3	13%	53%	33%
27. You display high energy and enthusiasm on consistent basis.	15	2.00	26.7	27%	47%	27%
28. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.47	53.3	7%	40%	53%
29. You complete a large volume of work.	15	2.60	60.0		40%	60%
30. You convey a sense of urgency about addressing problems and opportunities	15	1.80	13.3	33%	53%	13%

Comments:

- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- Thoroughness, accuracy, professionalism.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- Building relationships of trust to enhance safety is an important part of our approach.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.

Managing Performance

Summary Scores



31. You establish indicators to measure levels of performance.



32. You ensure team members receive rewards for positive performance accomplishments.



33. You address poor performance sooner rather than later.



34. You review job performance shortly after completion of tasks.



35. You adjust performance goals as needed to meet the demands of the department/organization.



Level of Skill

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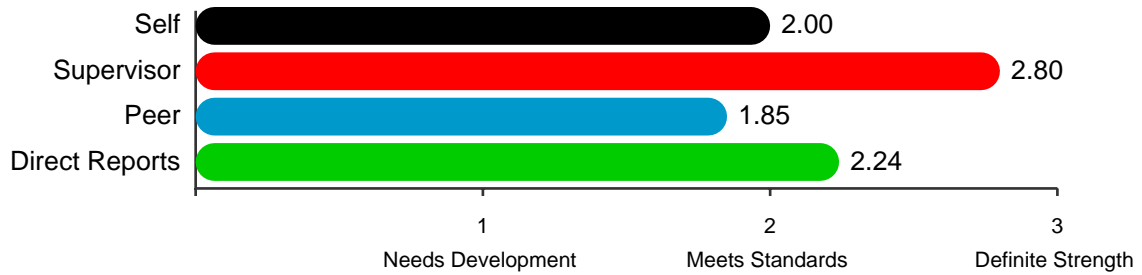
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You establish indicators to measure levels of performance.	15	2.13	33.3	20%	47%	33%
32. You ensure team members receive rewards for positive performance accomplishments.	15	2.13	33.3	20%	47%	33%
33. You address poor performance sooner rather than later.	15	2.07	33.3	27%	40%	33%
34. You review job performance shortly after completion of tasks.	15	2.13	26.7	13%	60%	27%
35. You adjust performance goals as needed to meet the demands of the department/organization.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is smart, detailed and committed. I appreciate having his on our team.
- I will always welcome _____'s direct, honest, caring feedback.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- _____ is determined to help make [CompanyName] successful.
- _____ is a great manager. Very supportive of his staff.
- Is very upbeat and quick to contribute to the team.

Administrative Skill

Summary Scores



36. You implement and use performance measures.



37. You are able to develop, justify and present a budget.



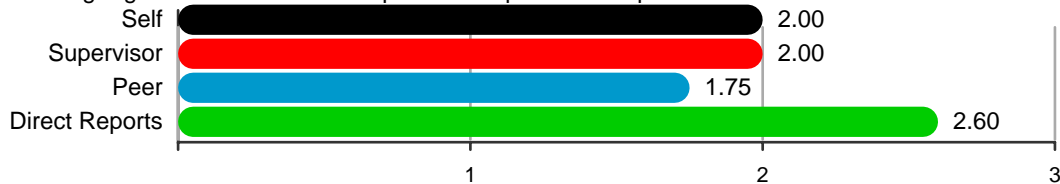
38. You accurately implement contract provisions.



39. You are enthusiastic about taking on challenging projects.



40. You have strong organizational skills to keep the workspace and department in order



Level of Skill

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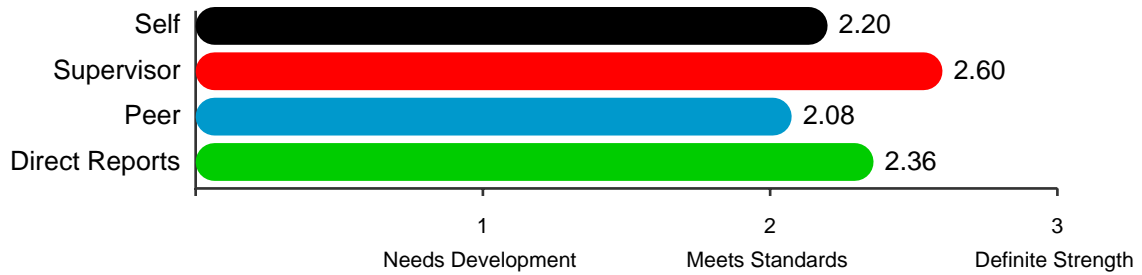
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You implement and use performance measures.	15	1.87	20.0	33%	47%	20%
37. You are able to develop, justify and present a budget.	15	1.93	13.3	20%	67%	13%
38. You accurately implement contract provisions.	15	2.07	33.3	27%	40%	33%
39. You are enthusiastic about taking on challenging projects.	15	2.33	33.3		67%	33%
40. You have strong organizational skills to keep the workspace and department in order	15	2.07	33.3	27%	40%	33%

Comments:

- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

Developing Others

Summary Scores



41. You support the successes of other employees.



42. You set performance objectives for subordinates that encourages development opportunities.



43. You are open to receiving feedback.



44. You try to ensure employees are ready to move to the next level.



45. You assign tasks and responsibilities to develop skills 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).

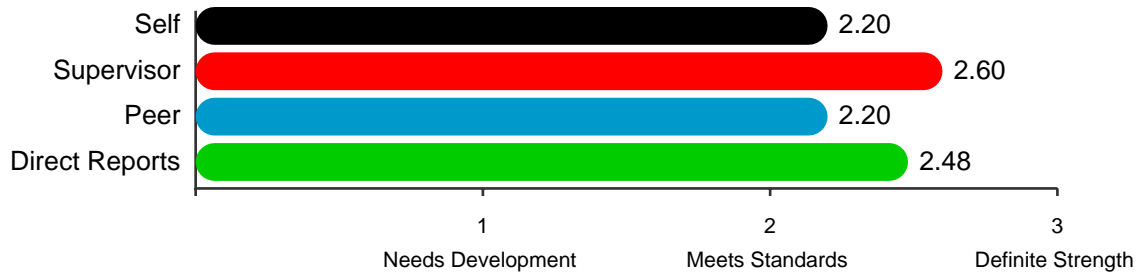
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You support the successes of other employees.	15	2.00	26.7	27%	47%	27%
42. You set performance objectives for subordinates that encourages development opportunities.	15	2.13	33.3	20%	47%	33%
43. You are open to receiving feedback.	15	2.20	40.0	20%	40%	40%
44. You try to ensure employees are ready to move to the next level.	15	2.20	26.7	7%	67%	27%
45. You assign tasks and responsibilities to develop skills of others.	15	2.53	60.0	7%	33%	60%

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.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- _____ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. _____ has shown marked improvement in being present when needed in the department.
- _____ has improved with his follow-up assignments from meetings.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.

Organizational Fluency

Summary Scores



46. You are able to explain departmental policies and procedures to others.



47. You are able to use corporate politics to advance department objectives.



48. You understand the current organizational culture.



49. You are adept at navigating within the culture of the department.



50. You get things done through the department.



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. You are able to explain departmental policies and procedures to others.	15	2.27	26.7		73%	27%
47. You are able to use corporate politics to advance department objectives.	15	2.13	26.7	13%	60%	27%
48. You understand the current organizational culture.	15	2.40	40.0		60%	40%
49. You adept at navigating within the culture of the department.	15	2.47	46.7		53%	47%
50. You get things done through the department.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- He is very supportive and easily approachable.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- _____ has been very supportive for me in my new role as technical specialist. He 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.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- He is very customer focused and this reflects in his division leadership and performance.

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?

- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- _____ does a great job investigating an issue thinking it through before he takes action.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- _____ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.

What do you like best about working with this individual?

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- I garner ideas from his regularly and look to him as a mentor.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.

What do you like least about working with this individual?

- I value _____ for so much more than his negotiating skills which are outstanding.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- _____ is trusting his team, and expecting high standards of behavior from all employees.
- Provide and solicit more frequent feedback.
- I work with _____ regularly and see his interactions with other leaders frequently.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he 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?

- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- He keeps focused on things that are important for his department to run smoothly.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

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

- 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 very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- 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.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- I would like to see his expand personal long-term goals at the company.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.

Any final comments?

- _____ leads by example in each of the areas noted above.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- _____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his 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 always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.