



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.

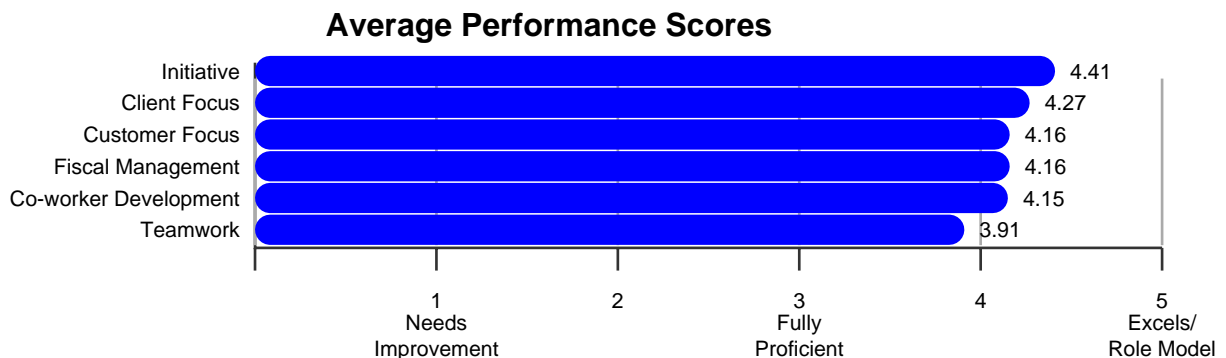
What to Do with Your Feedback

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

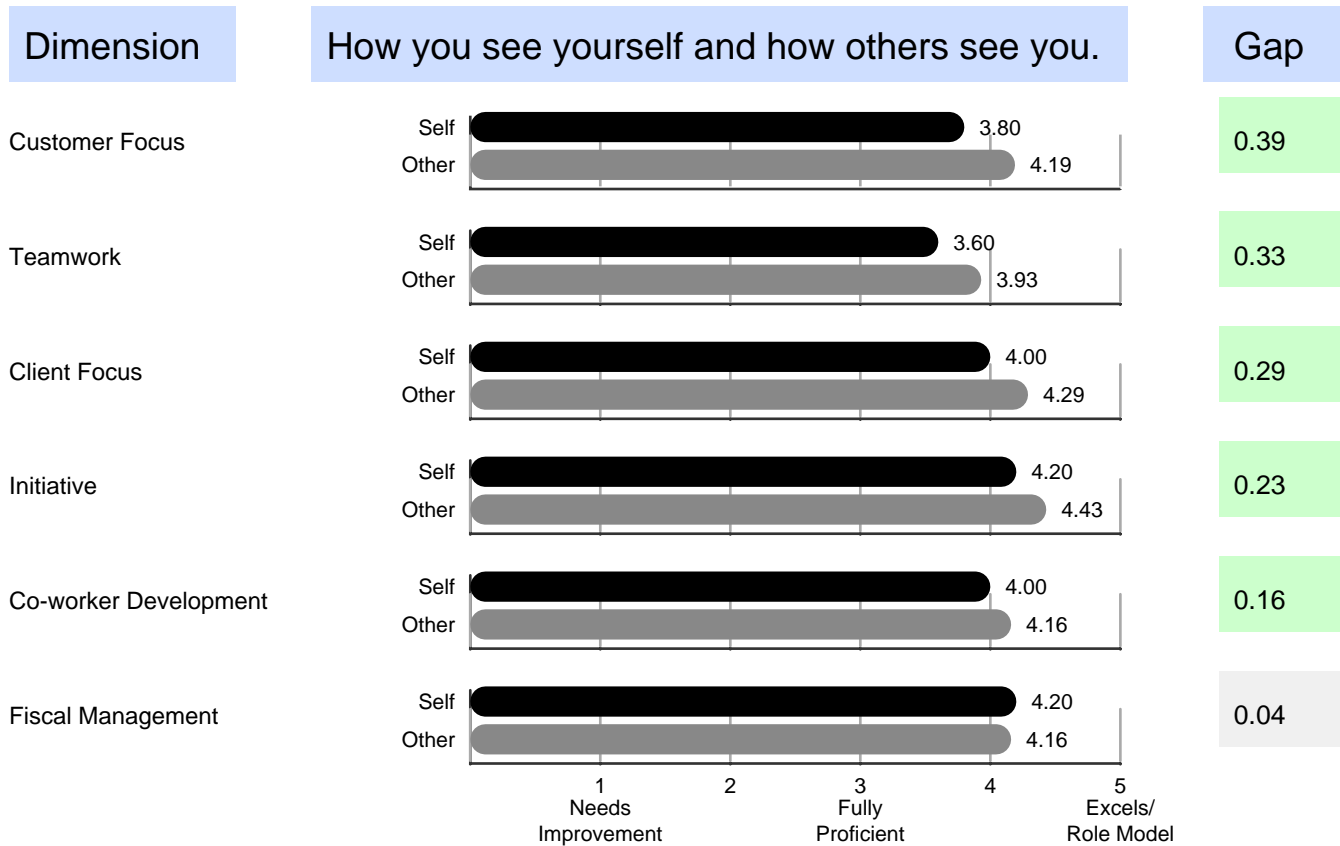
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Initiative

Summary Scores



1. Goes above and beyond the stated goals.



2. Immediately works to complete goals well before their deadline.



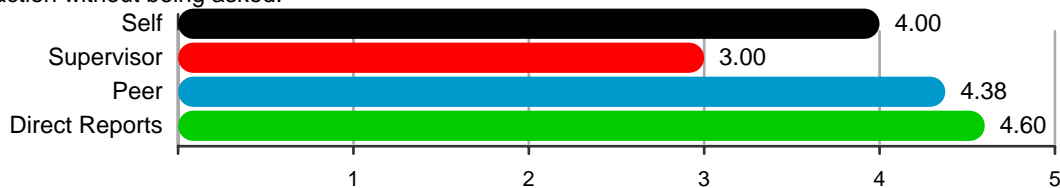
3. Prepares for unexpected contingencies.



4. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



5. Takes action without being asked.



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. Goes above and beyond the stated goals.	15	4.20	93.3	7%	67%	27%
2. Immediately works to complete goals well before their deadline.	15	4.87	100.0	13%	87%	
3. Prepares for unexpected contingencies.	15	4.27	93.3	7%	60%	33%
4. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.40	86.7	13%	33%	53%
5. Takes action without being asked.	15	4.33	93.3	7%	53%	40%

Comments:

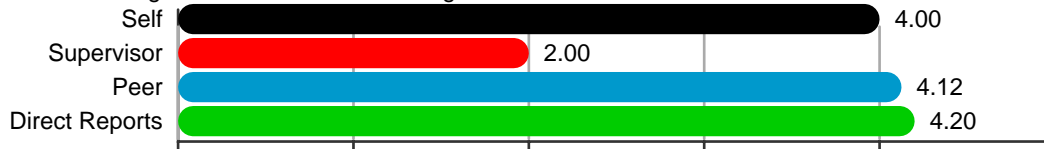
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- A willingness and flexibility to pitch in help where needed is important.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- She can fall behind on projects without providing timely feedback.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.

Client Focus

Summary Scores



6. Is pro-active in dealing with clients and addressing their needs.



7. Ensures client commitments and requirements are met or exceeded



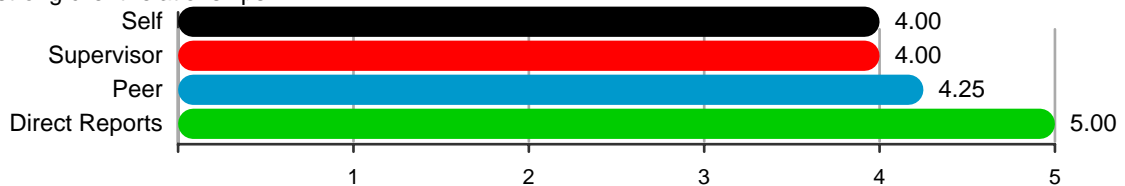
8. Looks for opportunities that have a positive impact on Clients.



9. Satisfies client needs.



10. Forms strong client relationships



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. Is pro-active in dealing with clients and addressing their needs.	15	4.00	80.0	7%	13%	53%		27%
7. Ensures client commitments and requirements are met or exceeded	15	4.07	80.0		20%	53%		27%
8. Looks for opportunities that have a positive impact on Clients.	15	4.33	93.3	7%		47%		47%
9. Satisfies client needs.	15	4.47	93.3	7%		40%		53%
10. Forms strong client relationships	15	4.47	93.3	7%		40%		53%

Comments:

- I cannot say if she challenges others.
- Closes off discussions with action plans.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- She won't settle for less.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Provides coaching for developing team leaders to help them meet their goals.

Customer Focus

Summary Scores



11. Develops strong customer relationships.



12. ...friendliness and courtesy



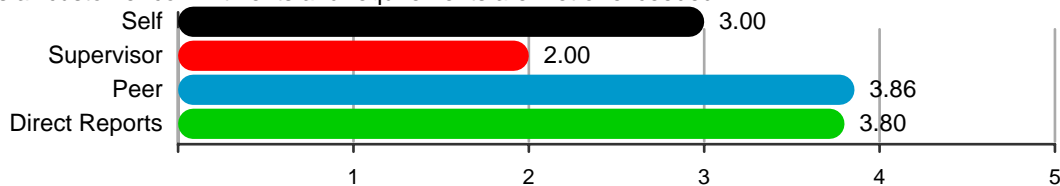
13. Consistently models positive customer service attitudes.



14. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



15. Ensures all customer commitments and requirements are met or exceeded.



Level of Skill

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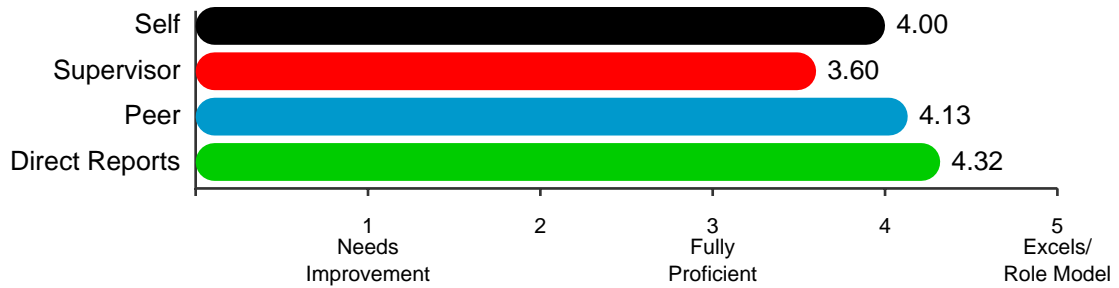
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Develops strong customer relationships.	15	4.60	100.0	40%	60%	
12. ...friendliness and courtesy	15	4.27	100.0	73%	27%	
13. Consistently models positive customer service attitudes.	15	4.33	100.0	67%	33%	
14. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.93	73.3	27%	53%	20%
15. Ensures all customer commitments and requirements are met or exceeded.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- ___ has been an excellent assistant manager.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- ___ is a "One of a kind" She is a great manager.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- ___ is a strong leader and passionate about her customers, staff and safety.

Co-worker Development

Summary Scores



16. Takes immediate action on poor performance



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



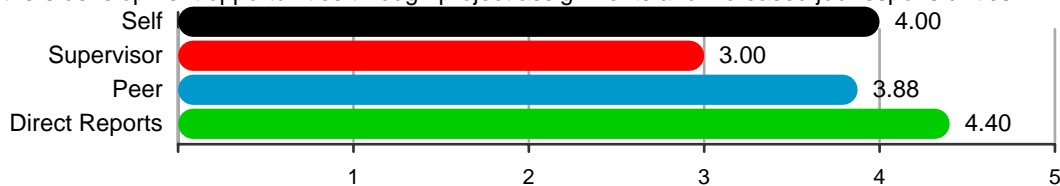
18. Works to identify root causes of performance problems



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



20. Gives others development opportunities through project assignments and increased job responsibilities



Level of Skill

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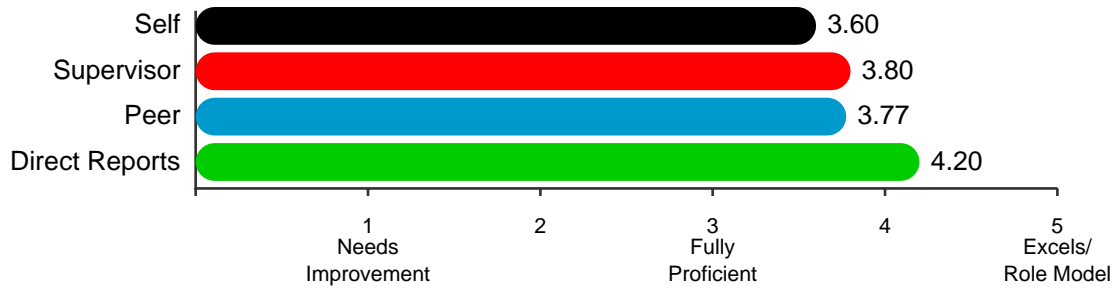
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Takes immediate action on poor performance	15	4.33	86.7	13%		40%	47%
17. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.27	93.3	7%		60%	33%
18. Works to identify root causes of performance problems	14	4.00	92.9	7%		86%	7%
19. Adapts coaching and mentoring approach to meet the style or needs of individuals	14	4.14	85.7	7%	7%	50%	36%
20. Gives others development opportunities through project assignments and increased job responsibilities	15	4.00	66.7	7%	27%	27%	40%

Comments:

- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- ___ has been eager to learn her new position and is transitioning well.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- She's a good and reliable team member.

Teamwork

Summary Scores



21. Seeks and listens to other's contributions



22. Creates opportunities to learn with other team members



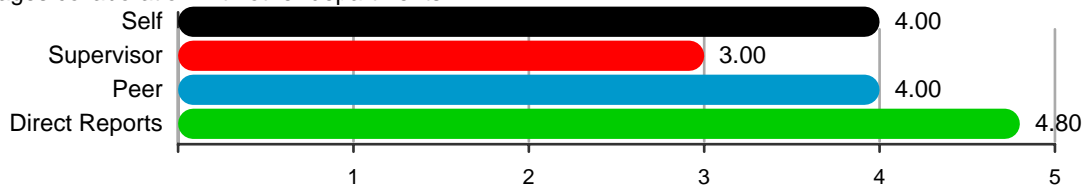
23. Creates a culture that fosters and values collaboration.



24. Fosters teamwork rather than individual competition



25. Encourages collaboration with other departments.



Level of Skill

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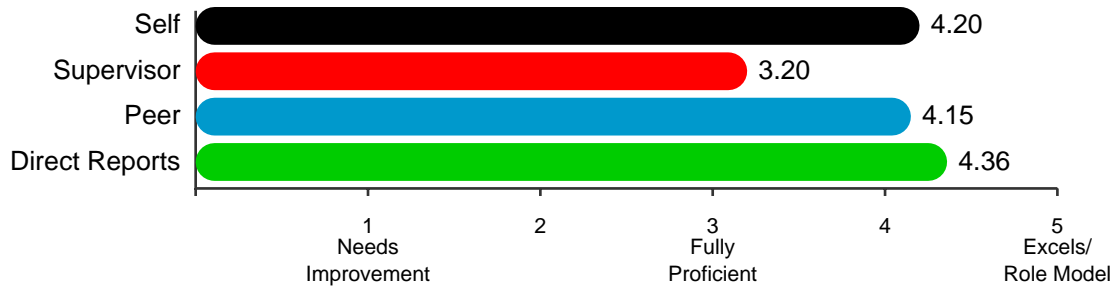
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Seeks and listens to other's contributions	15	4.00	66.7	13%	20%	20%		47%
22. Creates opportunities to learn with other team members	15	3.47	53.3	13%	33%		47%	7%
23. Creates a culture that fosters and values collaboration.	15	3.60	66.7	13%	20%		60%	7%
24. Fosters teamwork rather than individual competition	15	4.27	86.7	7%	7%	40%		47%
25. Encourages collaboration with other departments.	15	4.20	80.0	7%	13%	33%		47%

Comments:

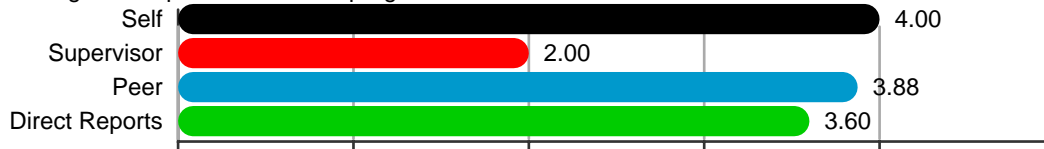
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Provides team members with frequent informal feedback.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- It's been great working with her.

Fiscal Management

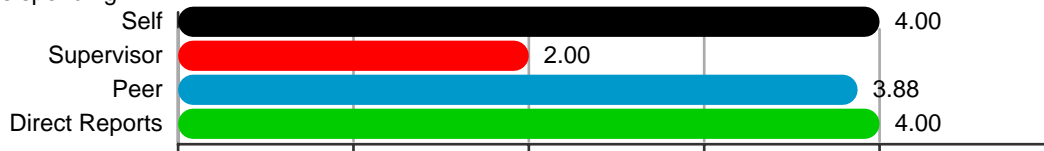
Summary Scores



26. Develops budgets and plans for various programs and initiatives.



27. Monitors spending.



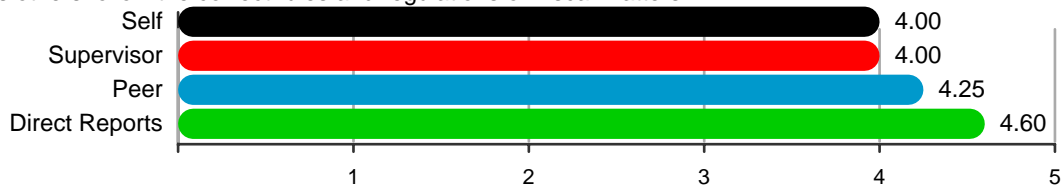
28. Monitors expenses and verifies the need for items purchased.



29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



30. Ensures others follow the correct rules and regulations on fiscal matters.



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
26. Develops budgets and plans for various programs and initiatives.	15	3.67	66.7	20%	13%	47%		20%
27. Monitors spending.	15	3.80	73.3	20%	7%	47%		27%
28. Monitors expenses and verifies the need for items purchased.	15	4.33	86.7	13%		40%		47%
29. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	4.67	100.0			33%		67%
30. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.33	100.0			67%		33%

Comments:

- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- Does above and beyond work consistently
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- ___ is trusting her team, and expecting high standards of behavior from all employees.

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 a great listener and leader for the department.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- 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.
- 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.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- She has been influential in our focus on the future.

What do you like best about working with this individual?

- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- She is showing more comfort in providing and receiving critical feedback.
- I am impressed with her commitment to task and job knowledge.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ is a new manager and it is clear that she wants to do well and engage her team.

What do you like least about working with this individual?

- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- Manager routinely demonstrates all of the above characteristics, as marked
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- She is a joy to work for.
- ___ is trusting her team, and expecting high standards of behavior from all employees.

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

- I can depend on her with whatever is needed.
- Has the experience needed.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- She is a joy to work for.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.

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

- I have not had any issues with ___ since I have been working for her.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- ___ is a strong leader and passionate about her customers, staff and safety.
- I really enjoy her mentorship.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.

Any final comments?

- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- She is always collaborative in her approach, and makes good decisions.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.