



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.

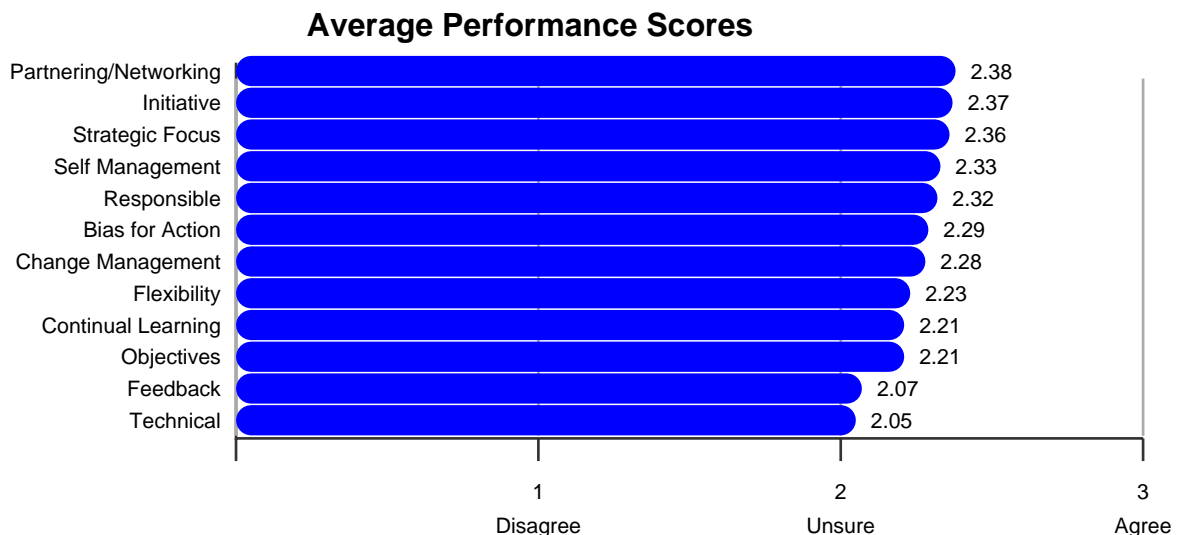
What to Do with Your Feedback

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

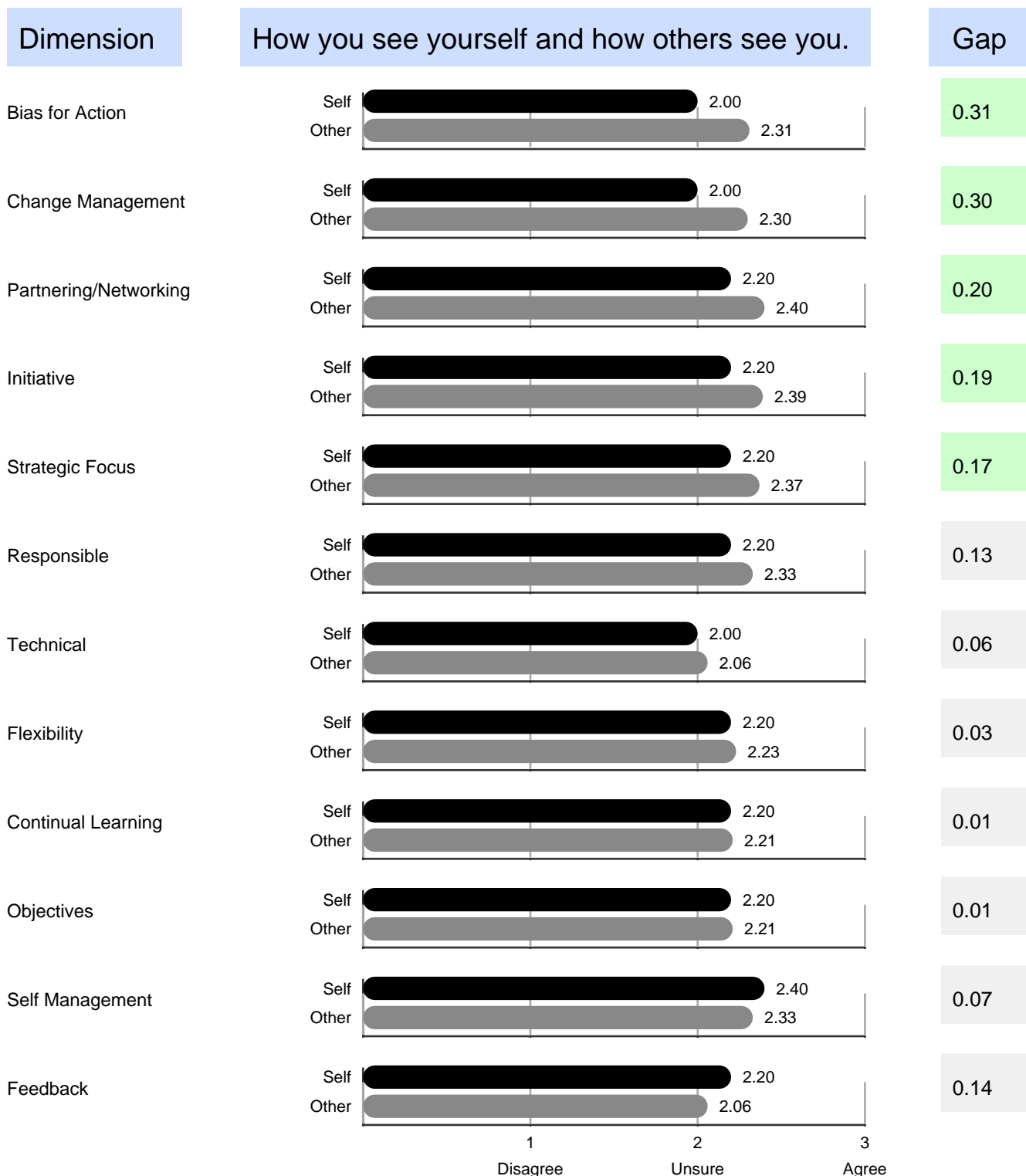
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



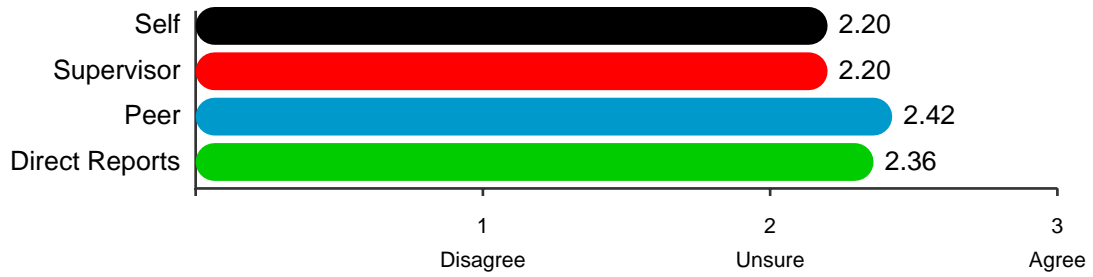
Gap Analysis

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

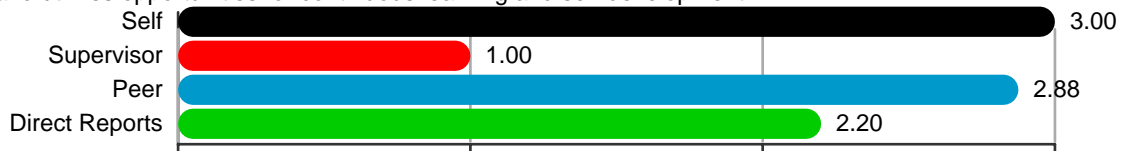
Summary Scores



1. Takes the initiative to change the direction or course of events.



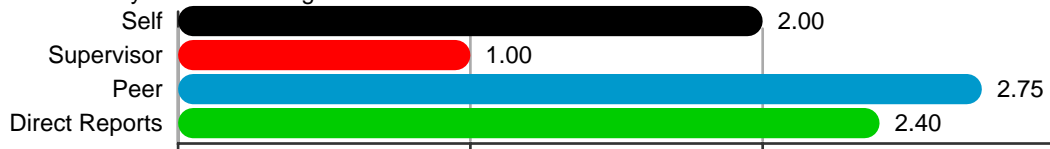
2. Seeks and utilizes opportunities for continuous learning and self-development.



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



4. Goes above and beyond the stated goals.



5. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



Level of Skill

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

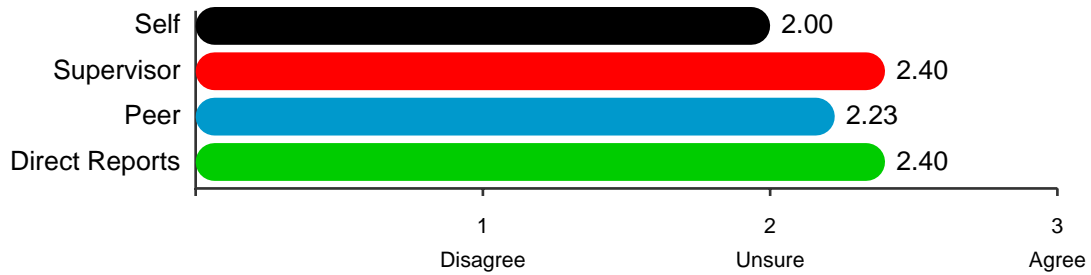
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Takes the initiative to change the direction or course of events.	15	2.27	33.3	7%	60%	33%
2. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.53	73.3	20%	7%	73%
3. Immediately works to complete goals well before their deadline.	15	2.33	40.0	7%	53%	40%
4. Goes above and beyond the stated goals.	15	2.47	53.3	7%	40%	53%
5. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	2.27	40.0	13%	47%	40%

Comments:

- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- He is committed to modeling anything that he would like to see implemented in our work environment.

Change Management

Summary Scores



6. Adopts changes to set and example for others to follow.



7. Addresses organizational and departmental resistance to changes.



8. Assists others in understanding changes to the organization.



9. Effective in implementing new organizational vision and values.



10. Effective in dealing with ambiguous and challenging situations.



Level of Skill

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

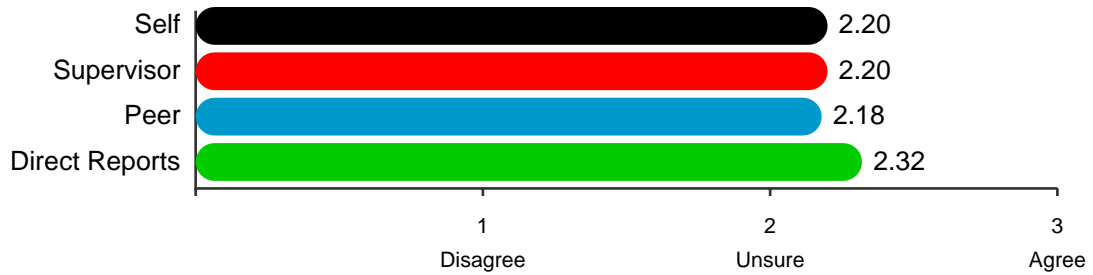
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Adopts changes to set and example for others to follow.	15	2.13	33.3	20%	47%	33%
7. Addresses organizational and departmental resistance to changes.	15	2.07	26.7	20%	53%	27%
8. Assists others in understanding changes to the organization.	15	2.33	40.0	7%	53%	40%
9. Effective in implementing new organizational vision and values.	15	2.40	53.3	13%	33%	53%
10. Effective in dealing with ambiguous and challenging situations.	15	2.47	60.0	13%	27%	60%

Comments:

- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- Very knowledgeable and always steps up if help is needed.
- Is always available to assist with issues, all scopes business or personal.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.

Flexibility

Summary Scores



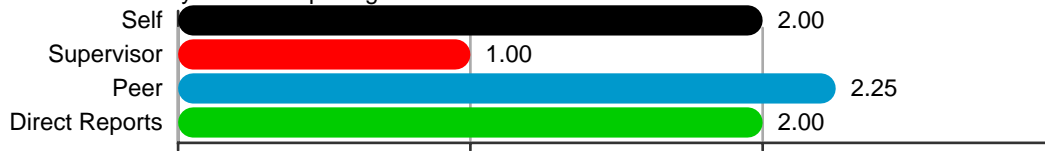
11. Can handle changes without complaining.



12. Adapts to new organizational structures, policies, or procedures.



13. Is open to alternative ways to accomplish goals



14. Open to the perspectives/viewpoints of others.



15. Works effectively during periods of change.



Level of Skill

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

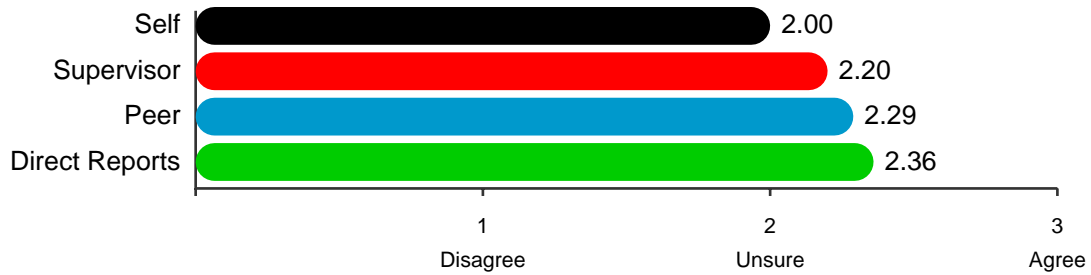
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Can handle changes without complaining.	15	2.33	40.0	7%	53%	40%
12. Adapts to new organizational structures, policies, or procedures.	15	2.07	20.0	13%	67%	20%
13. Is open to alternative ways to accomplish goals	15	2.07	26.7	20%	53%	27%
14. Open to the perspectives/viewpoints of others.	15	2.27	40.0	13%	47%	40%
15. Works effectively during periods of change.	14	2.43	50.0	7%	43%	50%

Comments:

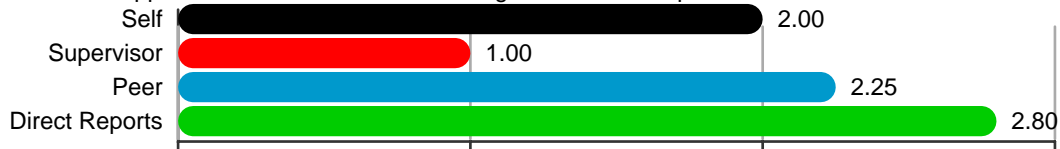
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- He consistently involves employees in shared decision making.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- Has one of the strongest work ethics I've ever encountered in a team member.

Bias for Action

Summary Scores



16. Seeks and utilizes opportunities for continuous learning and self-development.



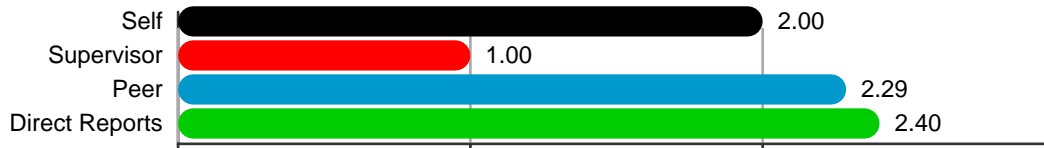
17. Encourages risk taking and experimentation to improve performance



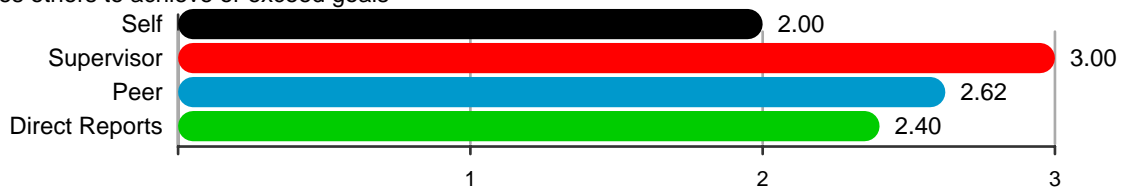
18. Conveys a sense of urgency about addressing problems and opportunities



19. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



20. Motivates others to achieve or exceed goals



Level of Skill

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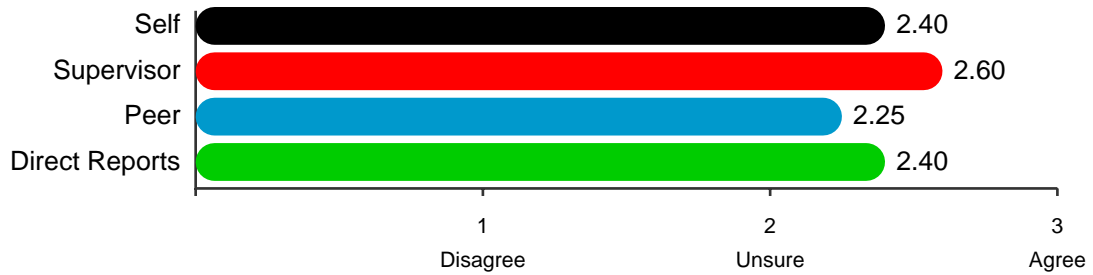
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.33	46.7	13%	40%	47%
17. Encourages risk taking and experimentation to improve performance	15	2.33	40.0	7%	53%	40%
18. Conveys a sense of urgency about addressing problems and opportunities	14	2.00	14.3	14%	71%	14%
19. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	14	2.21	42.9	21%	36%	43%
20. Motivates others to achieve or exceed goals	15	2.53	60.0	7%	33%	60%

Comments:

- He is both the manager and the interim director for the service line.
- _____ has been eager to learn his new position and is transitioning well.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- _____ 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, he always ensures there is a purpose behind the work that's being accomplished.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.

Self Management

Summary Scores



21. Does not allow own emotions to interfere with the performance of others.



22. Analyzes interpersonal problems instead of reacting to them.



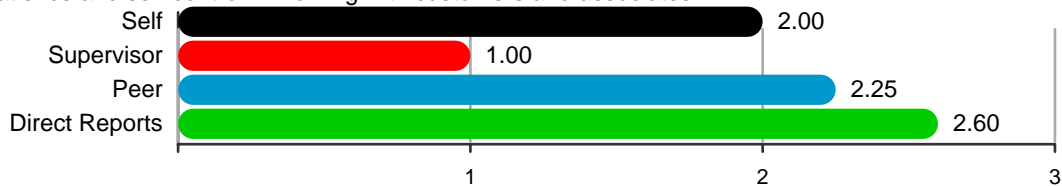
23. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



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



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



Level of Skill

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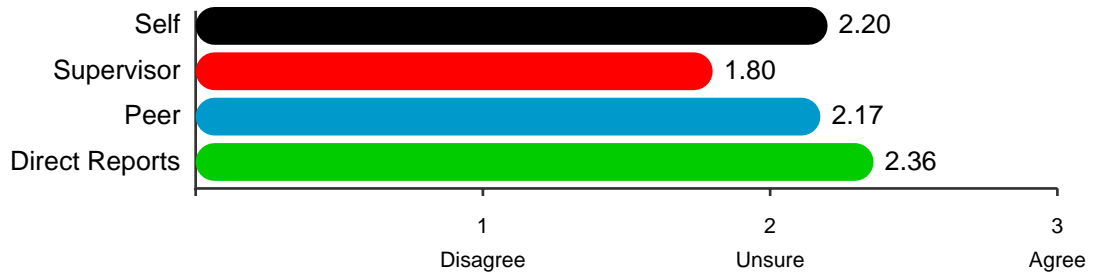
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Does not allow own emotions to interfere with the performance of others.	15	2.60	66.7	7%	27%	67%
22. Analyzes interpersonal problems instead of reacting to them.	15	2.33	40.0	7%	53%	40%
23. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.07	20.0	13%	67%	20%
24. Steps away from a situation to process appropriate response.	15	2.40	53.3	13%	33%	53%
25. Uses patience and self-control in working with customers and associates.	15	2.27	53.3	27%	20%	53%

Comments:

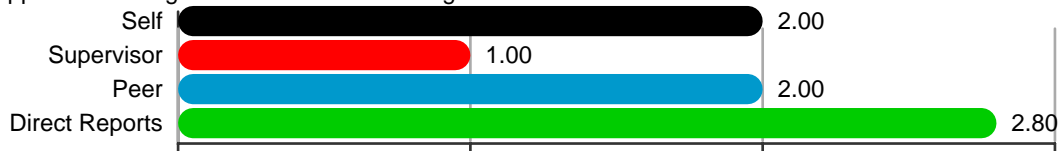
- He is a dedicated person who inspires excellence in both staff and customer service.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- I can depend on him with whatever is needed.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.

Continual Learning

Summary Scores



26. Seeks opportunities to grow in skills and knowledge.



27. Is open to new ideas and concepts.



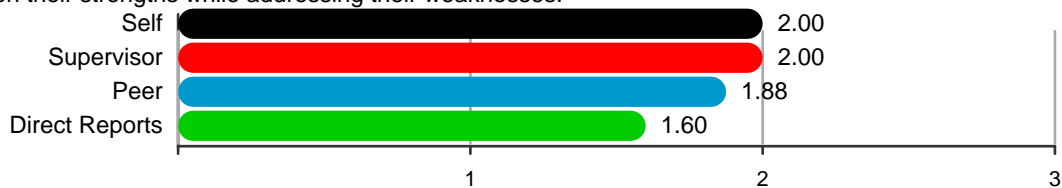
28. Participates in regular training offered.



29. Pursues self-improvement through continual learning.



30. Builds on their strengths while addressing their weaknesses.



Level of Skill

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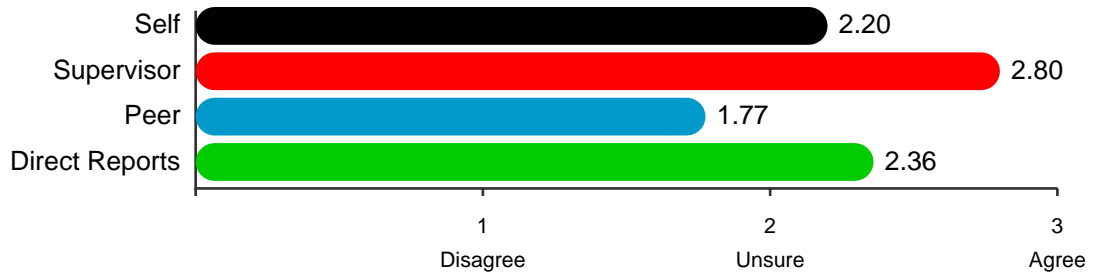
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Seeks opportunities to grow in skills and knowledge.	15	2.20	33.3	13%	53%	33%
27. Is open to new ideas and concepts.	15	2.00	26.7	27%	47%	27%
28. Participates in regular training offered.	15	2.47	53.3	7%	40%	53%
29. Pursues self-improvement through continual learning.	15	2.60	60.0		40%	60%
30. Builds on their strengths while addressing their weaknesses.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- He is excellent at helping/coaching/problem-solving with others.
- _____ always makes decisions based on what is best for the department or organization.
- _____ continues to be a wonderful boss and mentor.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- _____ is highly professional in his everyday work.

Feedback

Summary Scores



31. Is easy to approach with ideas and opinions.



32. Open to the suggestions of others.



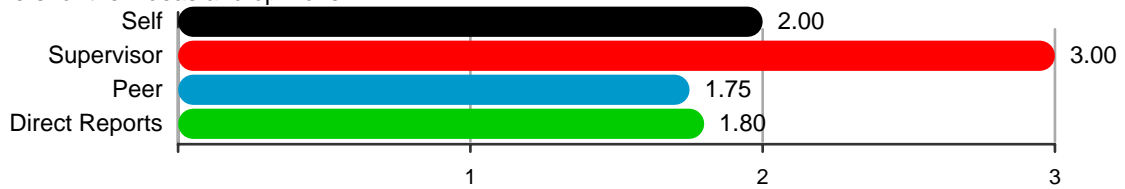
33. Actively seeks feedback from others.



34. Is visible and approachable.



35. Asks others for their ideas and opinions.



Level of Skill

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

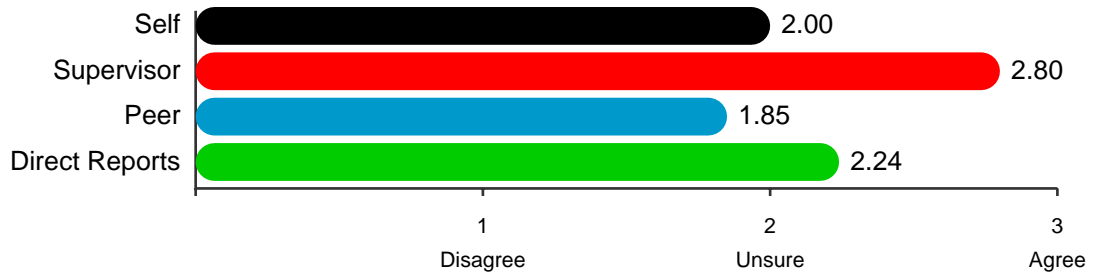
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Is easy to approach with ideas and opinions.	15	2.13	33.3	20%	47%	33%
32. Open to the suggestions of others.	15	2.13	33.3	20%	47%	33%
33. Actively seeks feedback from others.	15	2.07	33.3	27%	40%	33%
34. Is visible and approachable.	15	2.13	26.7	13%	60%	27%
35. Asks others for their ideas and opinions.	15	1.87	20.0	33%	47%	20%

Comments:

- Show others it is possible to understand both sides without having to agree all the time.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- He is both the manager and the interim director for the service line.

Technical

Summary Scores



36. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



37. Willingly shares his/her technical expertise; sought out as resource by others



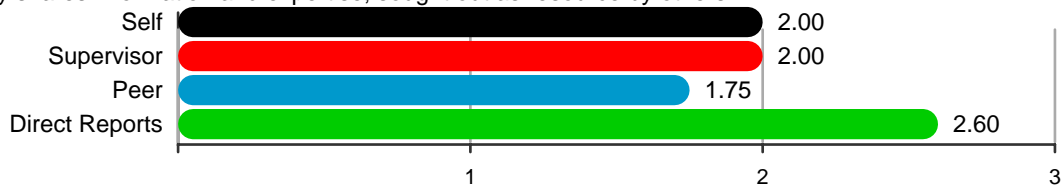
38. Knows how to produce high quality products/work.



39. Demonstrates mastery of the technical competencies required in his/her work.



40. Willingly shares information and expertise; sought out as resource by 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 (Disagree) to green (Agree).

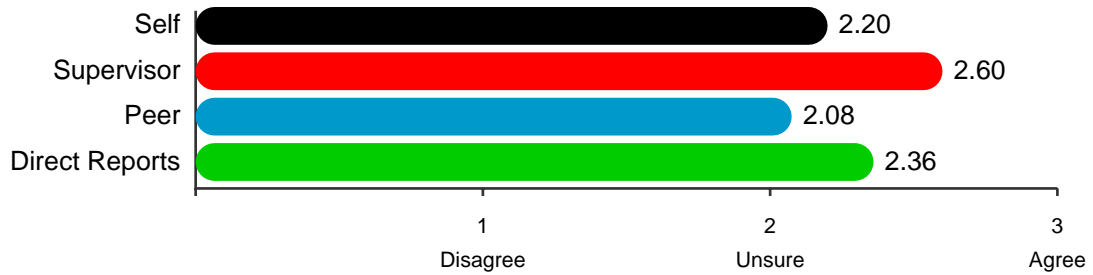
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	1.87	20.0	33%	47%	20%
37. Willingly shares his/her technical expertise; sought out as resource by others	15	1.93	13.3	20%	67%	13%
38. Knows how to produce high quality products/work.	15	2.07	33.3	27%	40%	33%
39. Demonstrates mastery of the technical competencies required in his/her work.	15	2.33	33.3		67%	33%
40. Willingly shares information and expertise; sought out as resource by others	15	2.07	33.3	27%	40%	33%

Comments:

- _____ has a calm and professional style.
- _____ is collaborative in everything he does and inspires a collaborative approach in others.
- _____ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- _____ is able to problem solve very well.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.

Objectives

Summary Scores



41. Encourages me to take on greater responsibility.



42. Communicates goals and objectives to employees.



43. Ability to establish realistic goals.



44. Sets long-term and short-term goals.



45. Assures [Company] principles are understood, employed & pursued.



Level of Skill

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

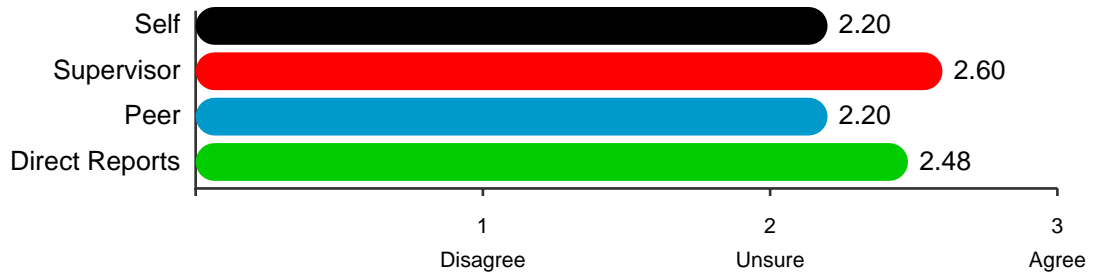
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Encourages me to take on greater responsibility.	15	2.00	26.7	27%	47%	27%
42. Communicates goals and objectives to employees.	15	2.13	33.3	20%	47%	33%
43. Ability to establish realistic goals.	15	2.20	40.0	20%	40%	40%
44. Sets long-term and short-term goals.	15	2.20	26.7	7%	67%	27%
45. Assures [Company] principles are understood, employed & pursued.	15	2.53	60.0	7%	33%	60%

Comments:

- He is an excellent problem solver.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Allocates resources in advance to ensure the required work can be completed.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- Great to have you on the team!

Responsible

Summary Scores



46. Sets a good example



47. Behavior is ethical and honest.



48. Acts as a resource without removing individual responsibility.



49. Holds herself / himself accountable to goals / objectives



50. Responsible for setting the vision of 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 (Disagree) to green (Agree).

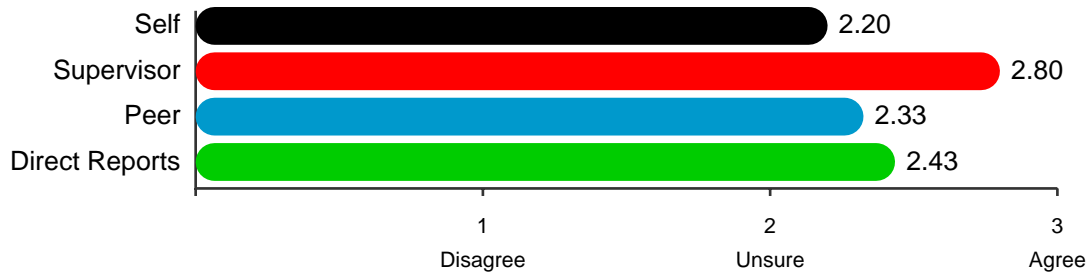
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Sets a good example	15	2.27	26.7		73%	27%
47. Behavior is ethical and honest.	15	2.13	26.7	13%	60%	27%
48. Acts as a resource without removing individual responsibility.	15	2.40	40.0		60%	40%
49. Holds herself / himself accountable to goals / objectives	15	2.47	46.7		53%	47%
50. Responsible for setting the vision of the department.	15	2.33	46.7	13%	40%	47%

Comments:

- I respect _____ and have turned to him for advice.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- _____ continues to be a wonderful boss and mentor.
- _____ is consistent in his messaging about how we best serve the customers.
- _____ has done a wonderful job in supporting his team and making himself available.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.

Partnering/Networking

Summary Scores



51. Supports a partnering/networking culture.



52. Creates value within the Company by building networks.



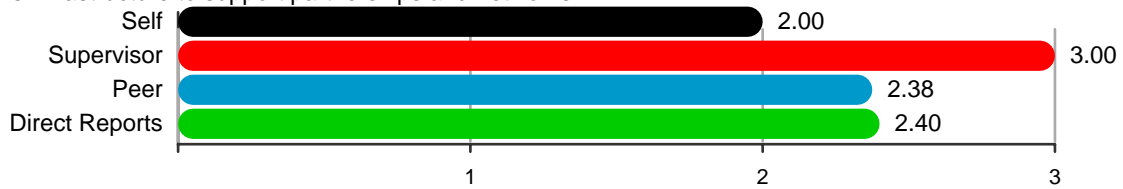
53. Collaborates with others to accomplish goals and objectives.



54. Builds alliances between departments and teams.



55. Maintains infrastructure to support partnerships and networks.



Level of Skill

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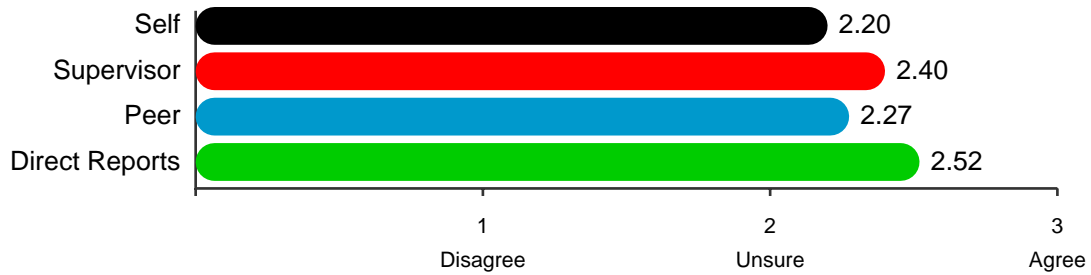
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Supports a partnering/networking culture.	14	2.21	28.6	7%	64%	29%
52. Creates value within the Company by building networks.	14	2.29	42.9	14%	43%	43%
53. Collaborates with others to accomplish goals and objectives.	15	2.53	53.3		47%	53%
54. Builds alliances between departments and teams.	15	2.47	46.7		53%	47%
55. Maintains infrastructure to support partnerships and networks.	15	2.40	40.0		60%	40%

Comments:

- he understands where our opportunities for savings in the employee benefits plan may be.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- _____ has been very supportive as a supervisor.
- _____ is a great manager to work for.
- Always looking for ways to grow as a person. Inspires others to do the same.

Strategic Focus

Summary Scores



56. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



57. Able to decline a poor strategy by proposing alternate strategies.



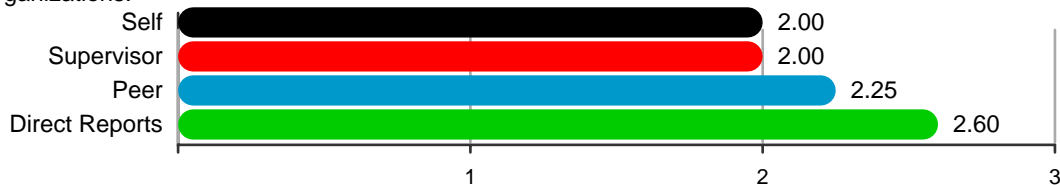
58. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



59. Understands their role within the organization.



60. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.53	53.3	47%	53%	
57. Able to decline a poor strategy by proposing alternate strategies.	15	2.33	33.3	67%	33%	
58. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.33	33.3	67%	33%	
59. Understands their role within the organization.	15	2.27	26.7	73%	27%	
60. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.33	33.3	67%	33%	

Comments:

- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his 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.
- He often involves his team in decision making and to determine how to achieve outcomes.
- he has patience.
- _____ is committed to our organization and leads by example.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.

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?

- He is an advocate for [CompanyName].
- _____ is an excellent Director.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- 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 _____.
- He is, quite simply, the best boss I've ever had.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

What do you like best about working with this individual?

- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- He is very responsive when asked for input or his assistance is requested.
- _____ has done a wonderful job in supporting his team and making himself available.
- He has been challenging us to find other ways to communicate that would be effective, other than email.

What do you like least about working with this individual?

- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- His passion for and for education and his advanced degree is a tremendous asset to the team.
- There is room for improvement in all these elements.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- _____ does not beat around the bush nor does he have hidden agendas.
- Seek feedback from everyone at least once a month to assist in growing relationship.

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

- He is open to feedback and actively tries to improve.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- He is very supportive of us and the job we do.

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

- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- He is truly dedicated to doing a good job, by helping us do a good job.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.

Any final comments?

- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- Timely follow through.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- 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.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- 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.