



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

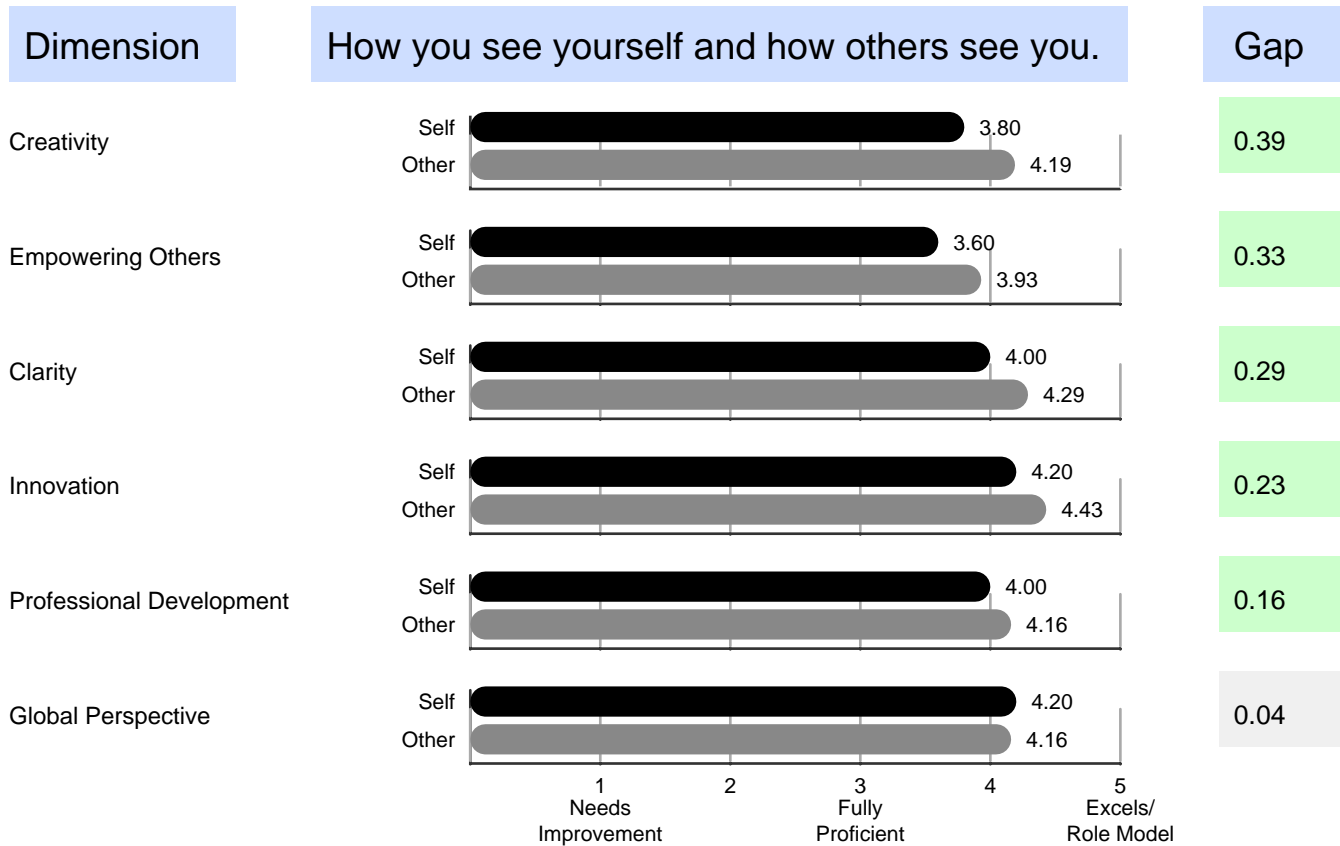
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Innovation

Summary Scores



1. You challenge current procedures to develop other alternatives.



2. You offer constructive improvements to existing systems.



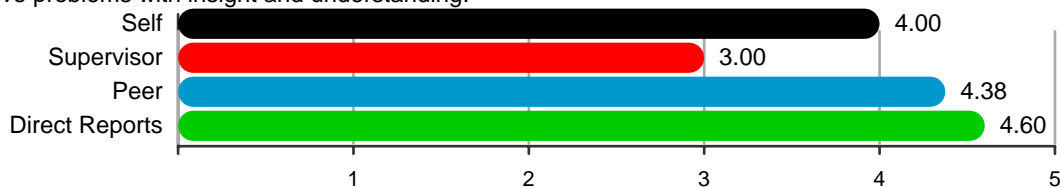
3. You suggest new ideas at meetings.



4. You create a safe environment for idea-sharing.



5. You solve problems with insight and understanding.



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 challenge current procedures to develop other alternatives.	15	4.20	93.3	7%	67%	27%
2. You offer constructive improvements to existing systems.	15	4.87	100.0	13%	87%	
3. You suggest new ideas at meetings.	15	4.27	93.3	7%	60%	33%
4. You create a safe environment for idea-sharing.	15	4.40	86.7	13%	33%	53%
5. You solve problems with insight and understanding.	15	4.33	93.3	7%	53%	40%

Comments:

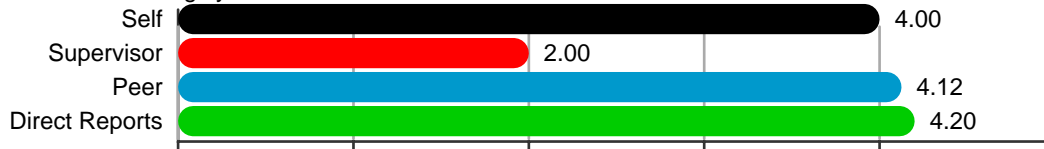
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- Your initiative influences others in a positive way.
- She seems to be well respected from members of her own team as well.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.

Clarity

Summary Scores



6. You check details thoroughly.



7. You clearly explain the vision and goals of the company.



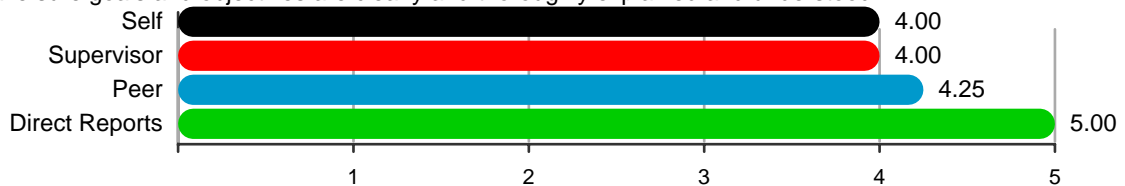
8. You write clear job descriptions for positions in the organization.



9. You are clear about goals that need to be achieved.



10. You make sure goals and objectives are clearly and thoroughly explained and understood.



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 check details thoroughly.	15	4.00	80.0	7%	13%	53%		27%
7. You clearly explain the vision and goals of the company.	15	4.07	80.0		20%	53%		27%
8. You write clear job descriptions for positions in the organization.	15	4.33	93.3	7%		47%		47%
9. You are clear about goals that need to be achieved.	15	4.47	93.3	7%		40%		53%
10. You make sure goals and objectives are clearly and thoroughly explained and understood.	15	4.47	93.3	7%		40%		53%

Comments:

- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___ has great communication skills and is a dependable member of the team.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.

Creativity

Summary Scores



11. You are creative.



12. You are creative and inspirational.



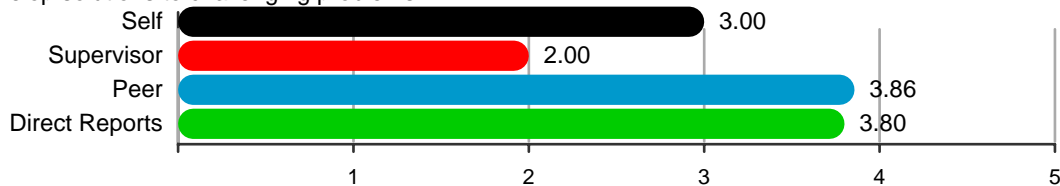
13. You conceive, implement and evaluate ideas.



14. You create a lot of new ideas.



15. You develop solutions to challenging problems.



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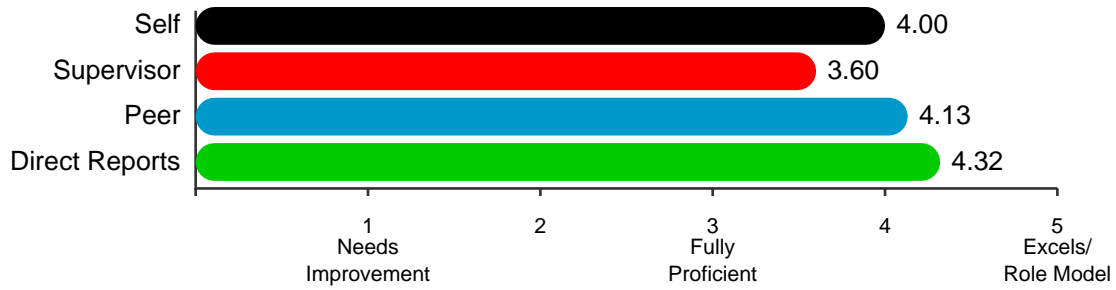
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. You are creative.	15	4.60	100.0	40%	60%	
12. You are creative and inspirational.	15	4.27	100.0	73%	27%	
13. You conceive, implement and evaluate ideas.	15	4.33	100.0	67%	33%	
14. You create a lot of new ideas.	15	3.93	73.3	27%	53%	20%
15. You develop solutions to challenging problems.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- ___ does an exceptional job at running the department.
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- She inspires us to remember that as leaders, anything's possible.
- Her professionalism is beyond reproach and she is fair and just.

Professional Development

Summary Scores



16. You quickly acquire and apply new knowledge and skills when needed



17. You encourage employees to take courses relevant to their job.



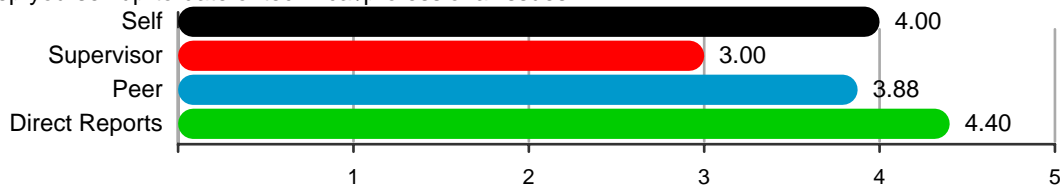
18. You demonstrate enthusiasm and a willingness to learn new skills and knowledge



19. You seek opportunities for professional development.



20. You keep yourself up-to-date of technical/professional issues



Level of Skill

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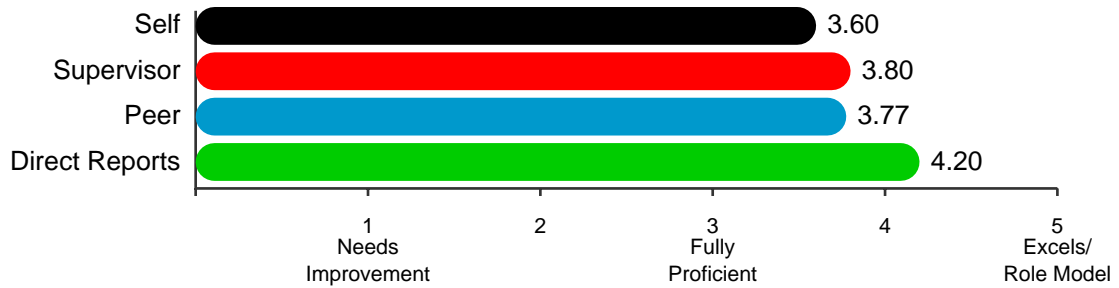
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. You quickly acquire and apply new knowledge and skills when needed	15	4.33	86.7	13%		40%	47%
17. You encourage employees to take courses relevant to their job.	15	4.27	93.3	7%		60%	33%
18. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	4.00	92.9	7%		86%	7%
19. You seek opportunities for professional development.	14	4.14	85.7	7%	7%	50%	36%
20. You keep yourself up-to-date of technical/professional issues	15	4.00	66.7	7%	27%	27%	40%

Comments:

- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- She provides essential data in order to help explain decisions.
- ___ always has the customer at the center of focus.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- There are two items above that will be part of my goals for the coming year.
- ___ would be my choice for permanent manager of the department.

Empowering Others

Summary Scores



21. You demonstrate confidence in the abilities of subordinates.



22. You trust employees are able to complete assigned tasks.



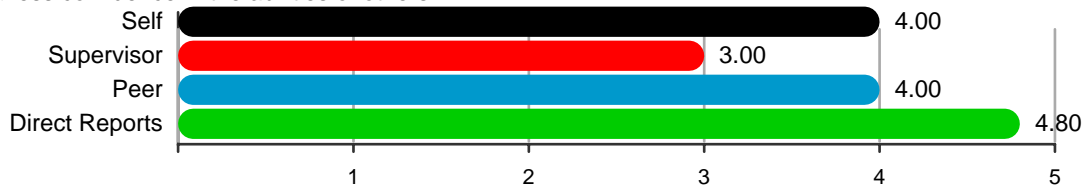
23. You encourage others to obtain necessary skills and training.



24. You avoid micromanaging your employees.



25. You express confidence in the abilities of others.



Level of Skill

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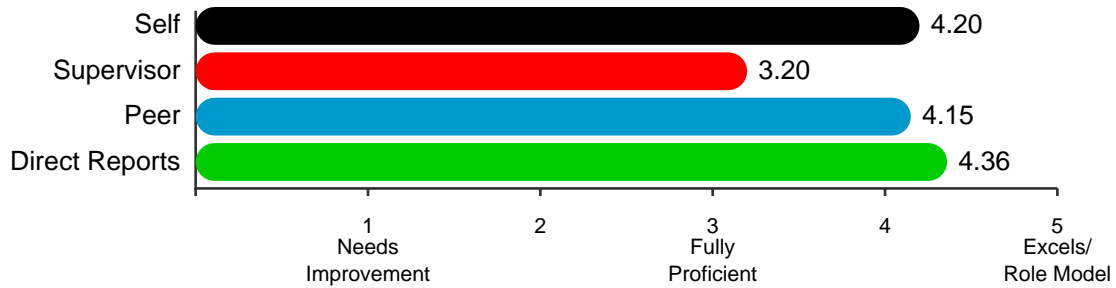
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. You demonstrate confidence in the abilities of subordinates.	15	4.00	66.7	13%	20%	20%	47%	
22. You trust employees are able to complete assigned tasks.	15	3.47	53.3	13%	33%	47%	7%	
23. You encourage others to obtain necessary skills and training.	15	3.60	66.7	13%	20%	60%	7%	
24. You avoid micromanaging your employees.	15	4.27	86.7	7%	7%	40%	47%	
25. You express confidence in the abilities of others.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

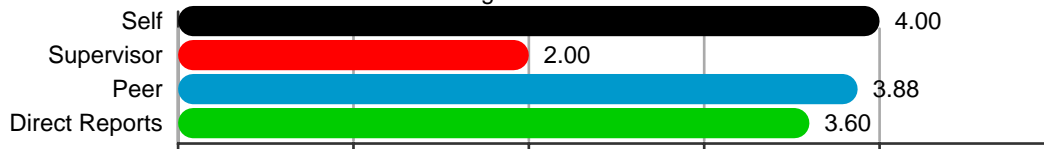
- ___'s priority is our customers and community.
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- She knows her subject matter!
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.

Global Perspective

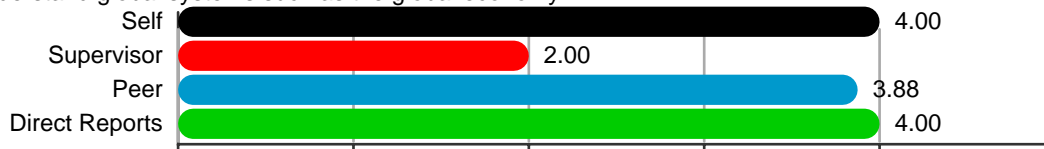
Summary Scores



26. You work well with others from different cultural backgrounds.



27. You understand global systems such as the global economy.



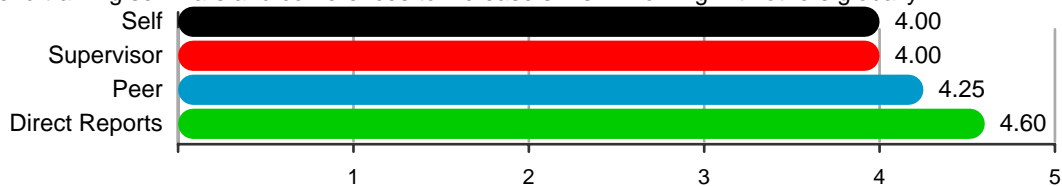
28. You are able to work with individuals having different backgrounds and cultures.



29. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.



30. You attend training seminars and conferences to increase skills in working with others globally.



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. You work well with others from different cultural backgrounds.	15	3.67	66.7	20%	13%	47%		20%
27. You understand global systems such as the global economy.	15	3.80	73.3	20%	7%	47%		27%
28. You are able to work with individuals having different backgrounds and cultures.	15	4.33	86.7	13%		40%		47%
29. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	4.67	100.0			33%		67%
30. You attend training seminars and conferences to increase skills in working with others globally.	15	4.33	100.0			67%		33%

Comments:

- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- ___ consistently asks how the day is going, if she can help us at all.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- Need to continue to engage staff in team development and role clarification.

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?

- She offers up ideas of how I could have handled something differently in a constructive manner.
- ___ has excellent communication skills with both staff and her management team.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.

What do you like best about working with this individual?

- She couldn't be more engaged if she tried.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- ___ does a great job investigating an issue thinking it through before she takes action.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- I enjoy working with ___ very much.

What do you like least about working with this individual?

- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- She couldn't be more engaged if she tried.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.

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

- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- ___ has been instrumental in the working relationship of our department.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- ___ is a great partner in Systems Implementation.

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

- 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.
- Difficult to reach sometimes and often does not respond to messages at all.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- I like that she challenges me.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- ___ leads by example.

Any final comments?

- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.