



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.

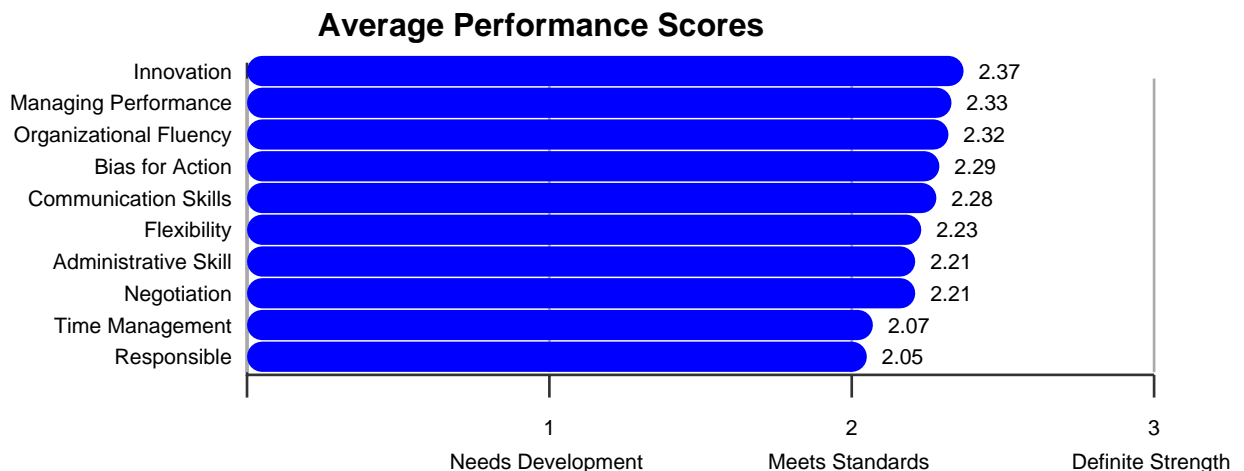
What to Do with Your Feedback

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

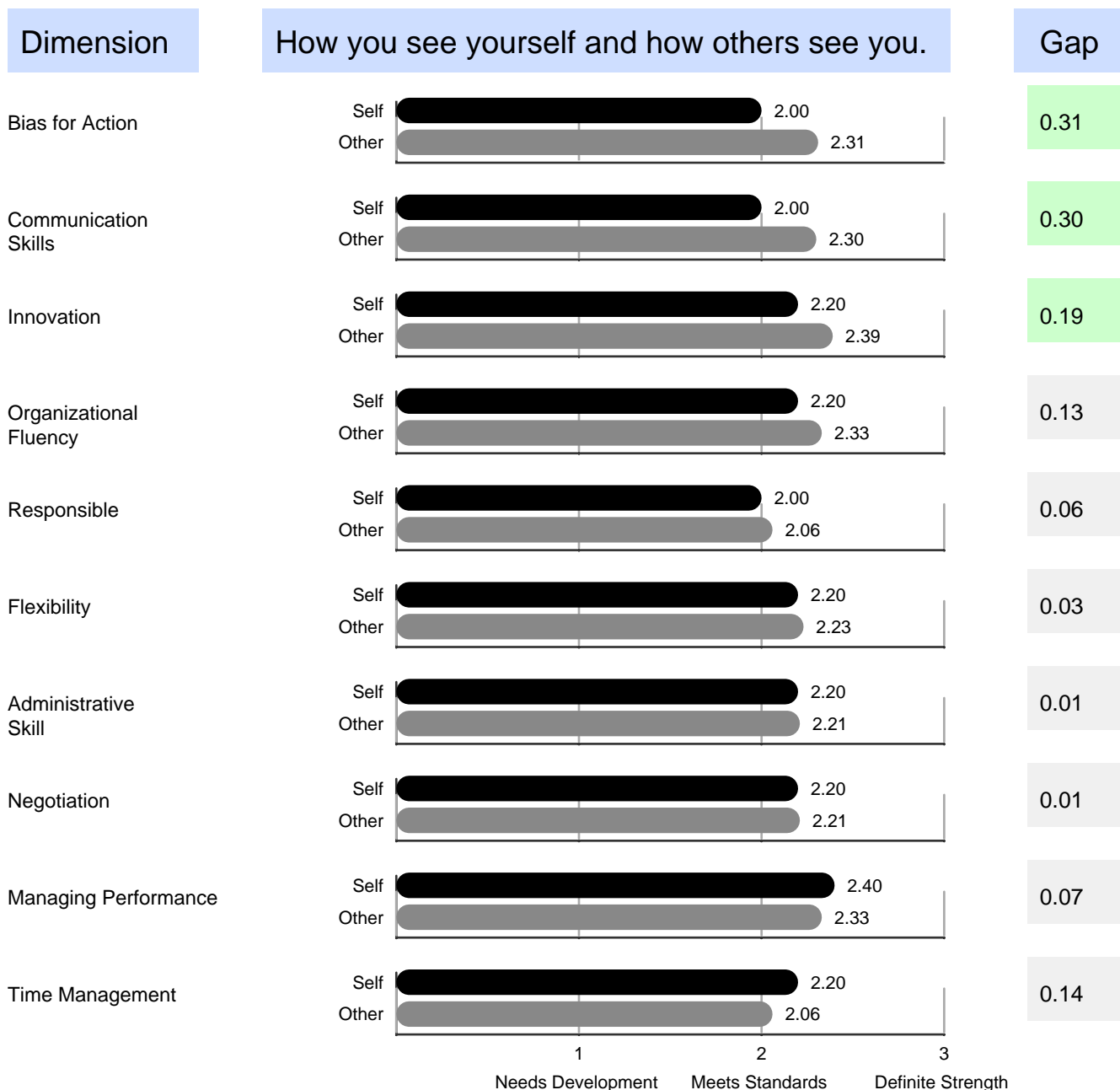
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Innovation

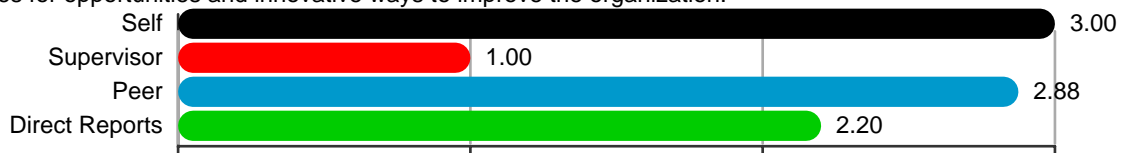
Summary Scores



1. Offers constructive improvements to existing systems.



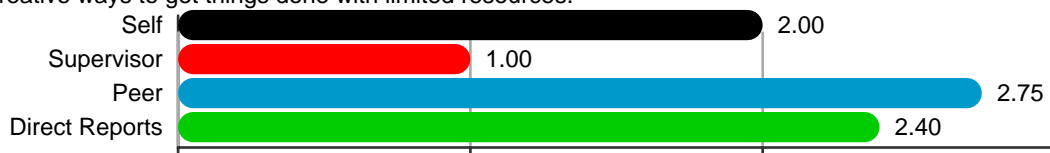
2. Searches for opportunities and innovative ways to improve the organization.



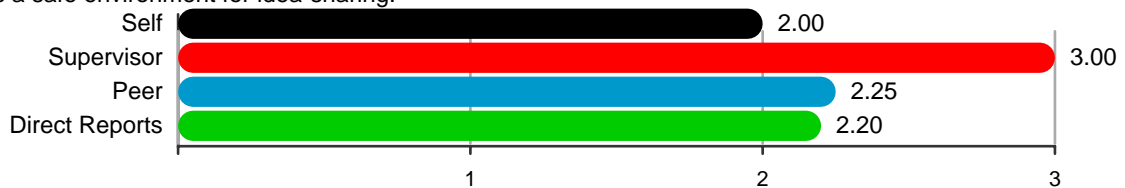
3. Creates improved methods or solutions for meeting goals and objectives.



4. Finds creative ways to get things done with limited resources.



5. Creates a safe environment for idea-sharing.



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. Offers constructive improvements to existing systems.	15	2.27	33.3	7%	60%	33%
2. Searches for opportunities and innovative ways to improve the organization.	15	2.53	73.3	20%	7%	73%
3. Creates improved methods or solutions for meeting goals and objectives.	15	2.33	40.0	7%	53%	40%
4. Finds creative ways to get things done with limited resources.	15	2.47	53.3	7%	40%	53%
5. Creates a safe environment for idea-sharing.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Delegates often with little to no direction.
- ___ routinely goes out of her way to make work a more engaging experience.
- She cares deeply about the engagement of her staff and has concern for those in need.

Communication Skills

Summary Scores



6. Able to deliver presentations.



7. Delivers influential presentations.



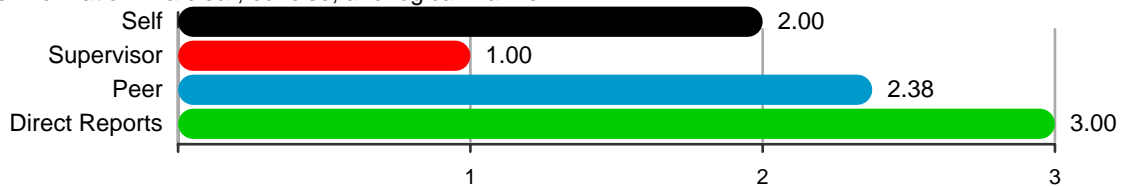
8. Presents issues, ideas, and strategy concisely and clearly.



9. Communicates effectively with colleagues and customers



10. Delivers information in a clear, concise, and logical manner.



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
6. Able to deliver presentations.	15	2.13	33.3	20%	47%	33%
7. Delivers influential presentations.	15	2.07	26.7	20%	53%	27%
8. Presents issues, ideas, and strategy concisely and clearly.	15	2.33	40.0	7%	53%	40%
9. Communicates effectively with colleagues and customers	15	2.40	53.3	13%	33%	53%
10. Delivers information in a clear, concise, and logical manner.	15	2.47	60.0	13%	27%	60%

Comments:

- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.

Flexibility

Summary Scores



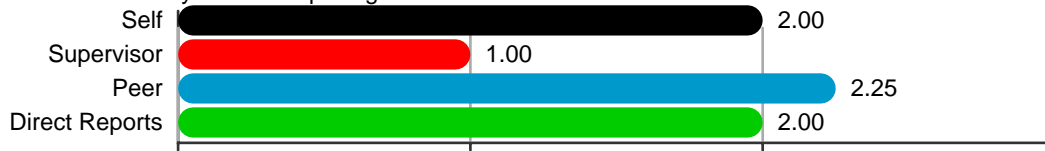
11. Adapts to circumstances as needed.



12. Willing to try new ideas.



13. Is open to alternative ways to accomplish goals



14. Encourages others to adopt new procedures.



15. Implements changes as a result of having listened to employees



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
11. Adapts to circumstances as needed.	15	2.33	40.0	7%	53%	40%
12. Willing to try new ideas.	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. Encourages others to adopt new procedures.	15	2.27	40.0	13%	47%	40%
15. Implements changes as a result of having listened to employees	14	2.43	50.0	7%	43%	50%

Comments:

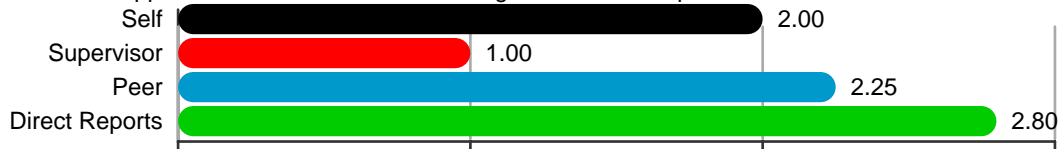
- She has grown as a manager in the last few months and it shows.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- She had done amazingly well considering all of the global threats to the product line.
- She has integrity, dependability, and a desire to constantly improve.

Bias for Action

Summary Scores



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



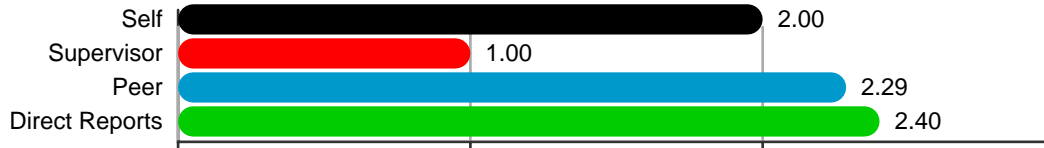
17. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



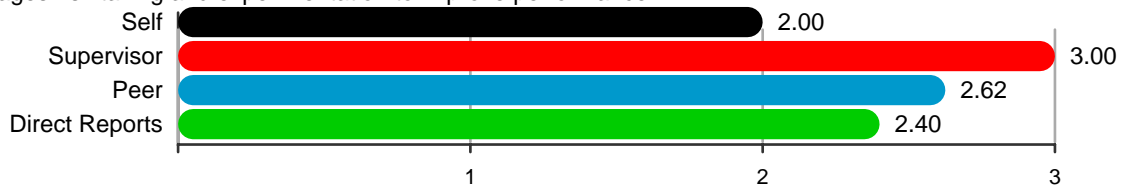
18. Displays high energy and enthusiasm on consistent basis.



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



20. Encourages risk taking and experimentation to improve performance



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
16. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.33	46.7	13%	40%	47%
17. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.33	40.0	7%	53%	40%
18. Displays high energy and enthusiasm on consistent basis.	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. Encourages risk taking and experimentation to improve performance	15	2.53	60.0	7%	33%	60%

Comments:

- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- I do very much appreciate that ___ will support me in a decision when needed.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- It has been a pleasure working with ____. Her interactions with customers have improved over the last year.
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.

Managing Performance

Summary Scores



21. Ensures that team goals are met 85 percent of the time.



22. Makes sure commitments are understood and met.



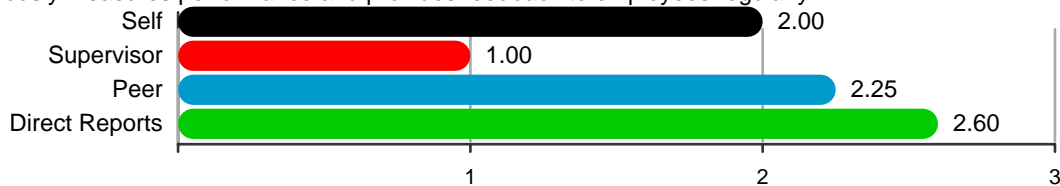
23. Provides employees with training as needed to increase their performance.



24. Reviews job performance shortly after completion of tasks.



25. Continuously measures performance and provides feedback to employees regularly.



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
21. Ensures that team goals are met 85 percent of the time.	15	2.60	66.7	7%	27%	67%
22. Makes sure commitments are understood and met.	15	2.33	40.0	7%	53%	40%
23. Provides employees with training as needed to increase their performance.	15	2.07	20.0	13%	67%	20%
24. Reviews job performance shortly after completion of tasks.	15	2.40	53.3	13%	33%	53%
25. Continuously measures performance and provides feedback to employees regularly.	15	2.27	53.3	27%	20%	53%

Comments:

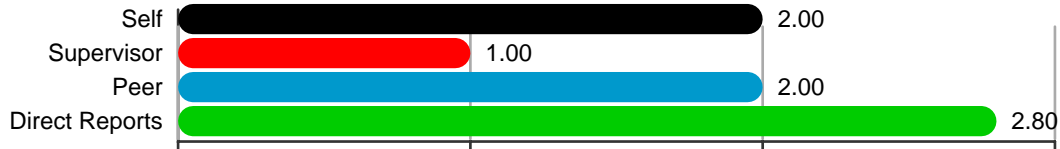
- I am impressed with her commitment to task and job knowledge.
- ___ excels at keeping in touch with all aspects of her, and our jobs.
- I garner ideas from her regularly and look to her as a mentor.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.

Administrative Skill

Summary Scores



26. High attention to detail.



27. Implements and uses performance measures.



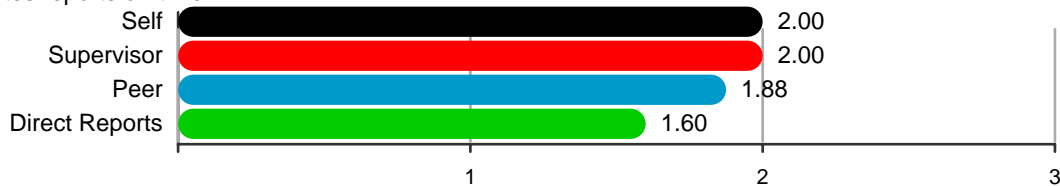
28. Strong organizational skills to keep the workspace and department in order



29. Has strong technical/computer skills.



30. Completes reports on-time.



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
26. High attention to detail.	15	2.20	33.3	13%	53%	33%
27. Implements and uses performance measures.	15	2.00	26.7	27%	47%	27%
28. Strong organizational skills to keep the workspace and department in order	15	2.47	53.3	7%	40%	53%
29. Has strong technical/computer skills.	15	2.60	60.0		40%	60%
30. Completes reports on-time.	15	1.80	13.3	33%	53%	13%

Comments:

- Need to continue to engage staff in team development and role clarification.
- Lean on team to help reduce burden and establish clear expectations.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- Resources are managed carefully with input sought and considered before applying those resources.

Time Management

Summary Scores



31. Avoids distractions in the workplace.



32. Does not become flustered by deadlines and timelines.



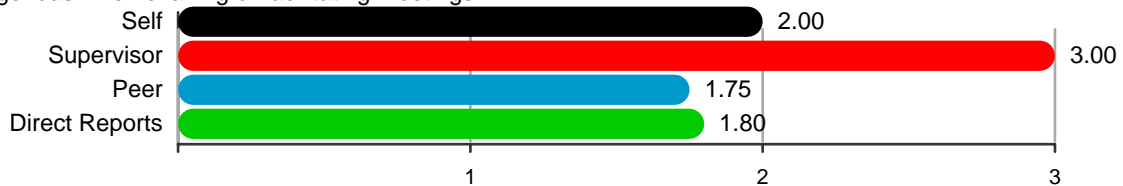
33. Prioritizes new tasks according to their relative importance.



34. Deals effectively with interruptions.



35. Uses agendas when chairing or facilitating meetings.



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
31. Avoids distractions in the workplace.	15	2.13	33.3	20%	47%	33%
32. Does not become flustered by deadlines and timelines.	15	2.13	33.3	20%	47%	33%
33. Prioritizes new tasks according to their relative importance.	15	2.07	33.3	27%	40%	33%
34. Deals effectively with interruptions.	15	2.13	26.7	13%	60%	27%
35. Uses agendas when chairing or facilitating meetings.	15	1.87	20.0	33%	47%	20%

Comments:

- She is always looking to and listening to the staff for their and needs.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.

Responsible

Summary Scores



36. Behavior is ethical and honest.



37. Responsible for setting the vision of the department.



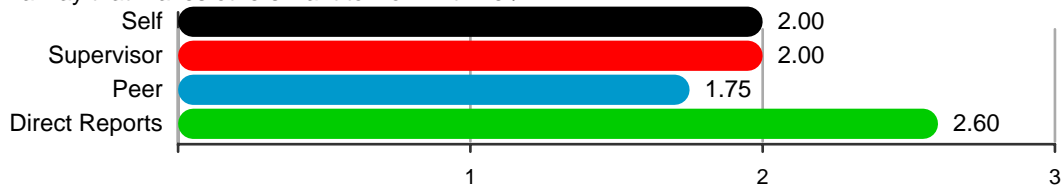
38. Completes assigned work tasks.



39. Sets high personal standards of performance.



40. Works in a way that makes others want to work with her/him.



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
36. Behavior is ethical and honest.	15	1.87	20.0	33%	47%	20%
37. Responsible for setting the vision of the department.	15	1.93	13.3	20%	67%	13%
38. Completes assigned work tasks.	15	2.07	33.3	27%	40%	33%
39. Sets high personal standards of performance.	15	2.33	33.3		67%	33%
40. Works in a way that makes others want to work with her/him.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- ___ is always focused on the customer, shares this philosophy with her 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.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- ___ has also attended many off-site events to show her support to department staff.
- Her quality of work is good.

Negotiation

Summary Scores



41. Understands the expectations of other parties in the negotiation.



42. Researches the needs of the other party to identify strengths and weaknesses of positions.



43. Is able to decline bad ideas to avoid making poor decisions.



44. Able to control their emotional responses and correctly gauge the emotions of others.



45. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.



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. Understands the expectations of other parties in the negotiation.	15	2.00	26.7	27%	47%	27%
42. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	2.13	33.3	20%	47%	33%
43. Is able to decline bad ideas to avoid making poor decisions.	15	2.20	40.0	20%	40%	40%
44. Able to control their emotional responses and correctly gauge the emotions of others.	15	2.20	26.7	7%	67%	27%
45. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	2.53	60.0	7%	33%	60%

Comments:

- Manager routinely demonstrates all of the above characteristics, as marked
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- I appreciate how ___ guides, supports, and direct staff.

Organizational Fluency

Summary Scores



46. Understands departmental policies and procedures.



47. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



48. Able to explain departmental policies and procedures to others.



49. Effective in communicating with others within the organization.



50. Able to deal with sensitive issues with tact and professionalism.



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. Understands departmental policies and procedures.	15	2.27	26.7		73%	27%
47. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.13	26.7	13%	60%	27%
48. Able to explain departmental policies and procedures to others.	15	2.40	40.0		60%	40%
49. Effective in communicating with others within the organization.	15	2.47	46.7		53%	47%
50. Able to deal with sensitive issues with tact and professionalism.	15	2.33	46.7	13%	40%	47%

Comments:

- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- ___ is very professional in dealing with her peers and the staff.
- Manager engages in all categories described above as marked.
- Knowledge, experience, and the will to help when help is needed.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- she continues to make improvements in core competencies.

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?

- ___ does a great job in supporting and engaging all of her employees.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.

What do you like best about working with this individual?

- ___ is a valued member of the department.
- She leads by example.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- Set clear expectations for others.
- ___ has been very helpful to me as a new manager this year.
- She is a very diligent hard worker.

What do you like least about working with this individual?

- I really enjoy working with ___. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- She knows product and how to engage potential clients.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- Improvement should come over time. There is potential which is present.

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

- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- Has one of the strongest work ethics I've ever encountered in a team member.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- ___ has been very supportive as a supervisor.
- ___ is a strong advocate for both the customer and staff.

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

- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- 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.'
- She truly is the best Manager I have ever had.
- An all around great person who is smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- She is continually looking for ways to improve our service to our customers.

Any final comments?

- She is an excellent problem solver.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she 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.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.