



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.

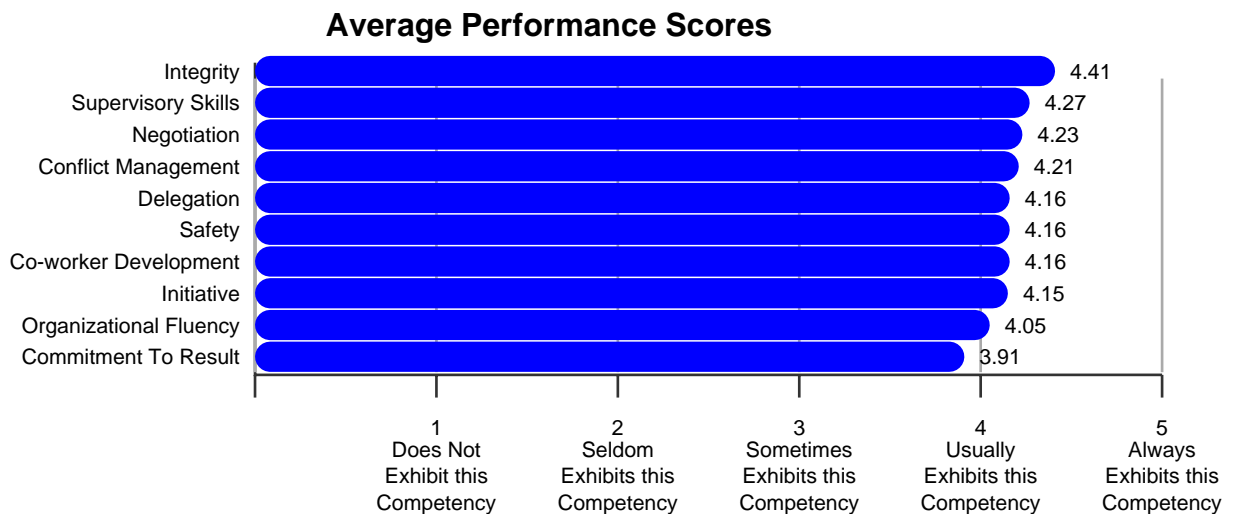
What to Do with Your Feedback

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.



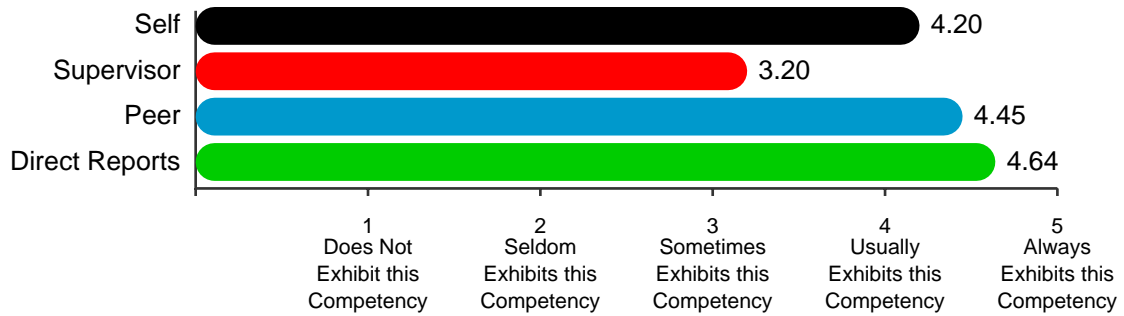
Gap Analysis

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.



Integrity

Summary Scores



1. Does what was promised.



2. Accepts responsibility for mistakes.



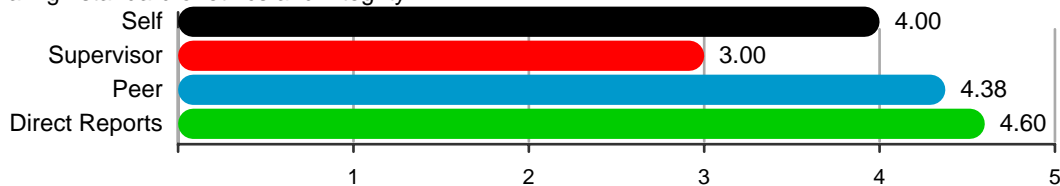
3. Maintains strong relationships with others.



4. Demonstrates honesty and truthfulness at all times.



5. Fosters a high standard of ethics and integrity.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

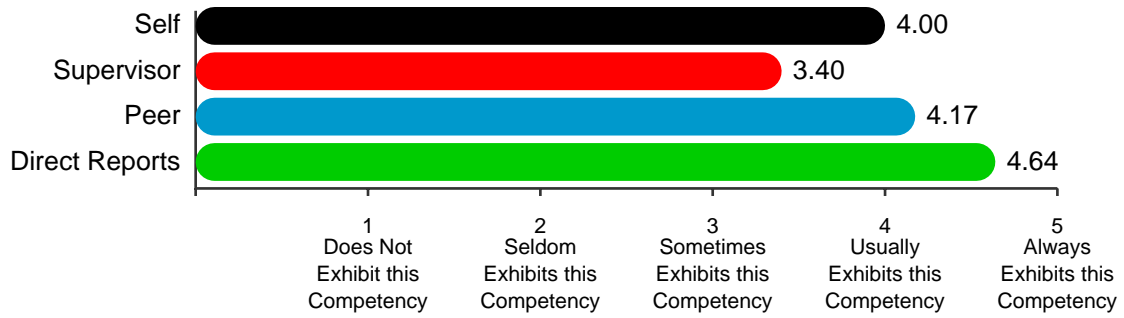
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Does what was promised.	15	4.20	93.3	7%		67%		27%
2. Accepts responsibility for mistakes.	15	4.87	100.0	13%		87%		
3. Maintains strong relationships with others.	15	4.27	93.3	7%		60%		33%
4. Demonstrates honesty and truthfulness at all times.	15	4.40	86.7	13%	33%		53%	
5. Fosters a high standard of ethics and integrity.	15	4.33	93.3	7%		53%		40%

Comments:

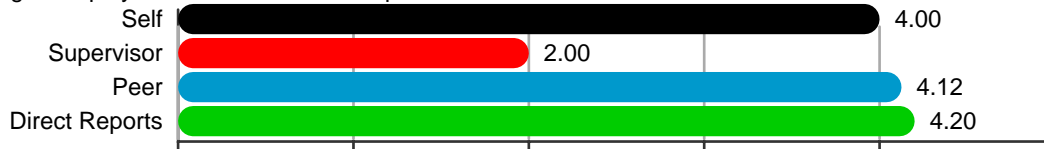
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___ strives to be professional with each and every interaction and I think inspires confidence.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.

Supervisory Skills

Summary Scores



6. Encourages employees to achieve their full potential.



7. Resolves personnel problems quickly and effectively.



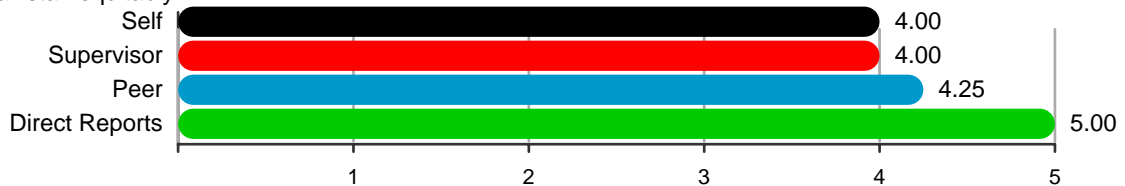
8. Delegates effectively.



9. Appropriately recognizes and rewards employees.



10. Treats all staff equitably.



Level of Skill

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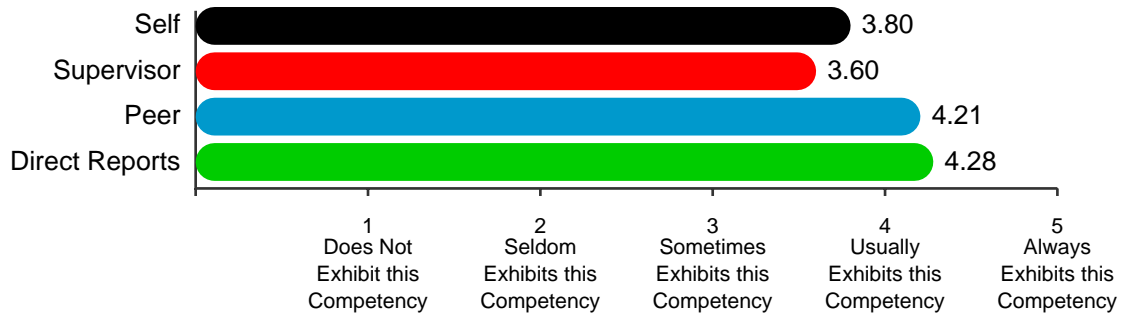
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Encourages employees to achieve their full potential.	15	4.00	80.0	7%	13%	53%	27%	
7. Resolves personnel problems quickly and effectively.	15	4.07	80.0		20%	53%	27%	
8. Delegates effectively.	15	4.33	93.3	7%	47%	47%		
9. Appropriately recognizes and rewards employees.	15	4.47	93.3	7%	40%	53%		
10. Treats all staff equitably.	15	4.47	93.3	7%	40%	53%		

Comments:

- I can't think of a single thing ___ could improve upon.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ 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.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.

Delegation

Summary Scores



11. Allows subordinates to use their own methods and procedures.



12. Allows employees to decide how they wish to complete the tasks.



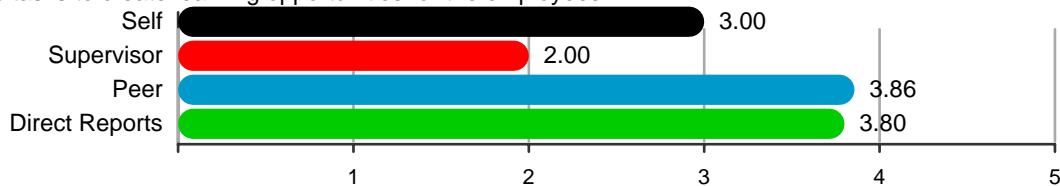
13. Defines the roles, responsibilities, required actions, and deadlines for team members.



14. Tells subordinates what to do, not how to do it.



15. Assigns tasks to create learning opportunities for the employees.



Level of Skill

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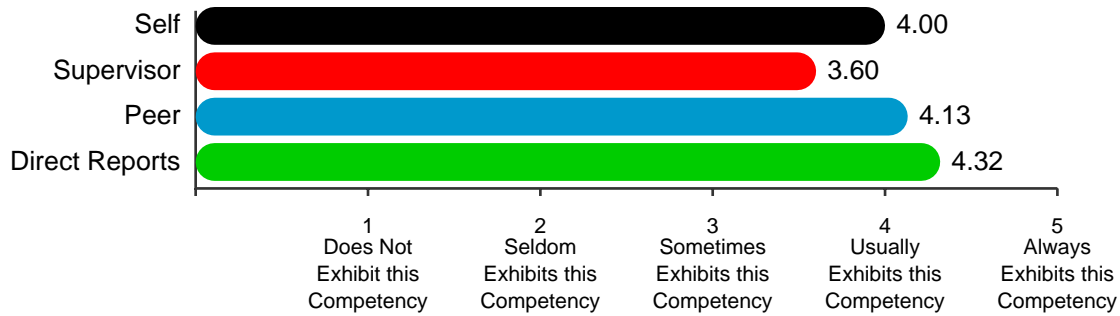
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Allows subordinates to use their own methods and procedures.	15	4.60	100.0			40%	60%	
12. Allows employees to decide how they wish to complete the tasks.	15	4.27	100.0			73%		27%
13. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.33	100.0			67%	33%	
14. Tells subordinates what to do, not how to do it.	15	3.93	73.3	27%		53%		20%
15. Assigns tasks to create learning opportunities for the employees.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- She provided coaching and support to improve this individual's performance.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ 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.
- She is a great manager and person to work for/with.

Initiative

Summary Scores



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



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



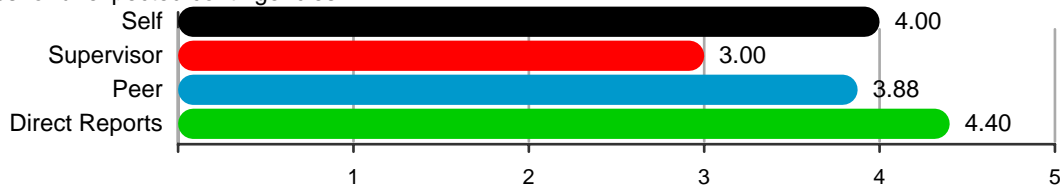
18. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



19. Goes above and beyond the stated goals.



20. Prepares for unexpected contingencies.



Level of Skill

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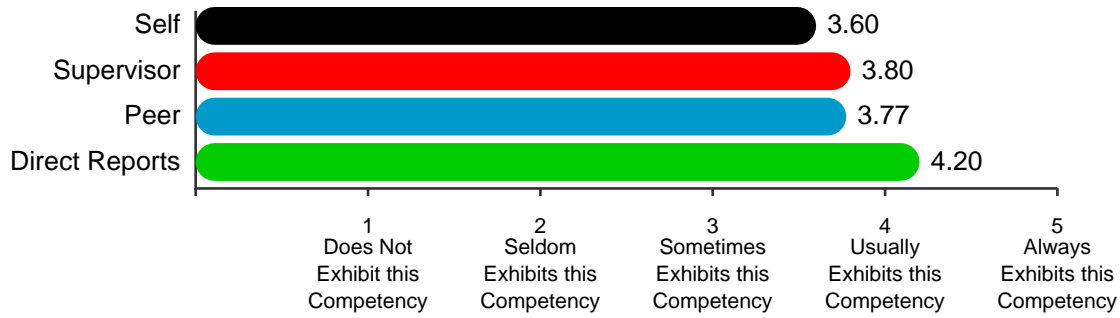
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.33	86.7	13%	40%	47%		
17. Immediately works to complete goals well before their deadline.	15	4.27	93.3	7%	60%	33%		
18. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	14	4.00	92.9	7%	86%	7%		
19. Goes above and beyond the stated goals.	14	4.14	85.7	7%	7%	50%	36%	
20. Prepares for unexpected contingencies.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She is very supportive of cross training and learning new skills.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.

Commitment To Result

Summary Scores



21. Able to focus on a task even when working alone.



22. Willing to do whatever it takes-not afraid to have to put in extra effort.



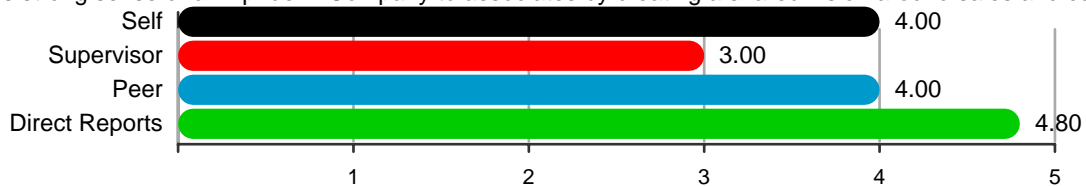
23. Committed to the team.



24. Encourages commitment in others to obtain results.



25. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



Level of Skill

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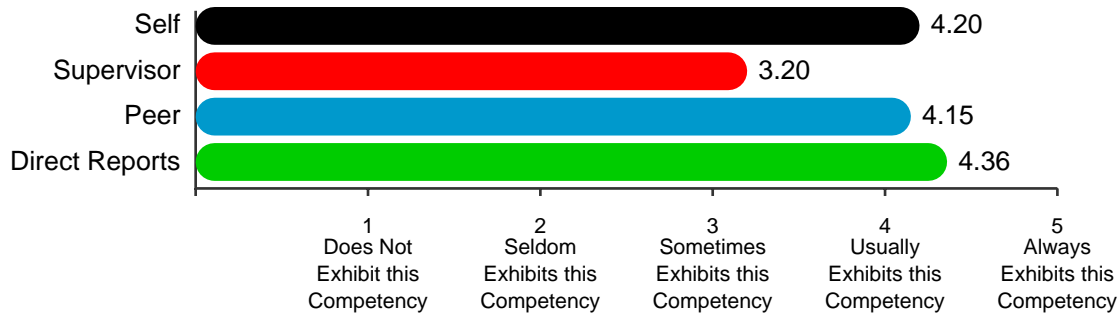
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Able to focus on a task even when working alone.	15	4.00	66.7	13%	20%	20%	47%	
22. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.47	53.3	13%	33%	47%	7%	
23. Committed to the team.	15	3.60	66.7	13%	20%	60%	7%	
24. Encourages commitment in others to obtain results.	15	4.27	86.7	7%	7%	40%	47%	
25. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

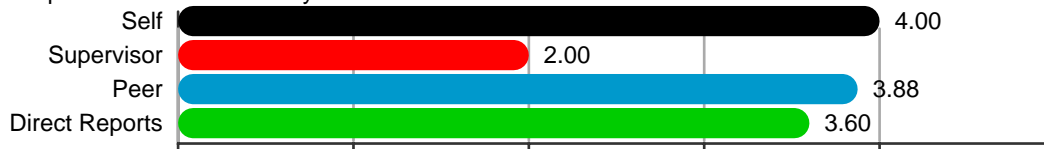
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- I value her feedback, collaboration and sense of teamwork. She's 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.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.

Safety

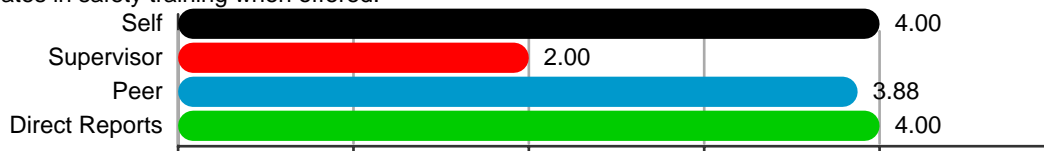
Summary Scores



26. Works to implement corrective safety measures.



27. Participates in safety training when offered.



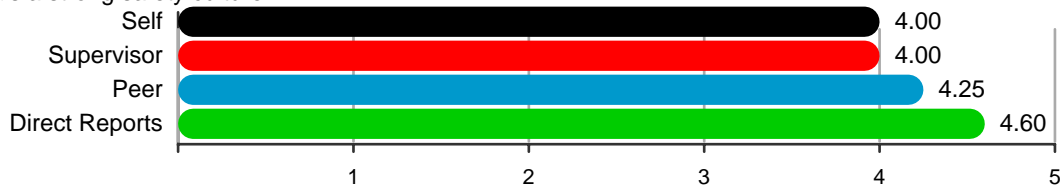
28. Develops safety guidelines for the department.



29. Identifies and addresses safety needs.



30. Develops a strong safety culture.



Level of Skill

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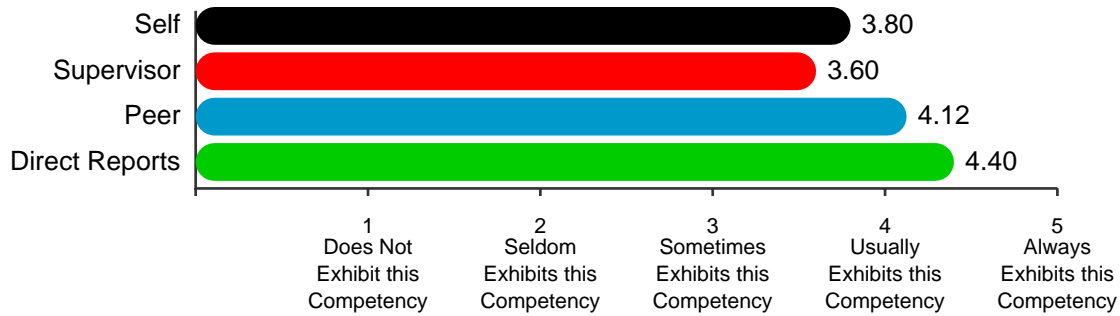
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Works to implement corrective safety measures.	15	3.67	66.7	20%	13%	47%	20%	
27. Participates in safety training when offered.	15	3.80	73.3	20%	7%	47%	27%	
28. Develops safety guidelines for the department.	15	4.33	86.7		13%	40%	47%	
29. Identifies and addresses safety needs.	15	4.67	100.0			33%	67%	
30. Develops a strong safety culture.	15	4.33	100.0			67%	33%	

Comments:

- She has been and is a mentor for me.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- ___ 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.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- ___ promotes and encourages teambuilding throughout the entire department.

Co-worker Development

Summary Scores



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



32. Takes immediate action on poor performance



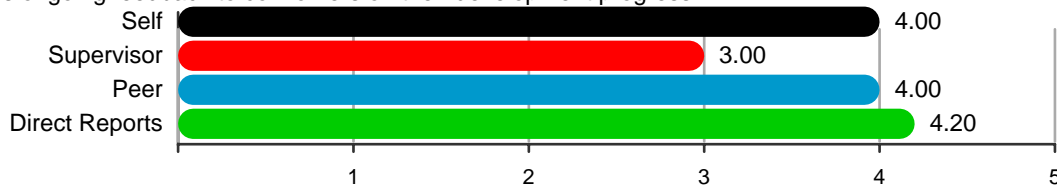
33. Works to identify root causes of performance problems



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



35. Provides ongoing feedback to co-workers on their development progress



Level of Skill

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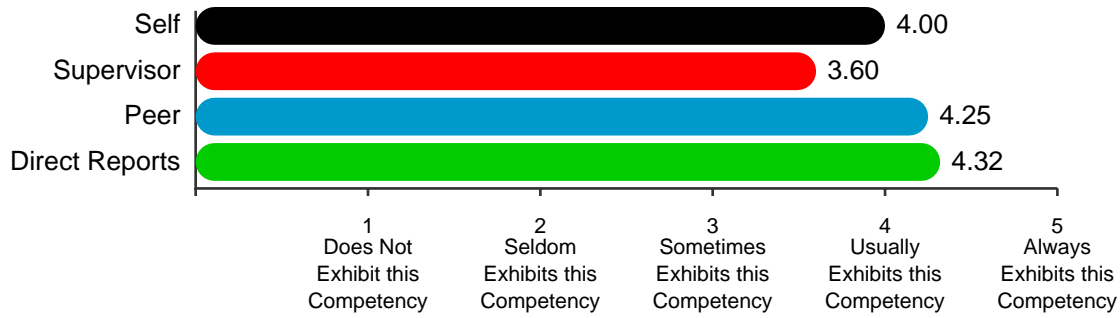
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Gives others development opportunities through project assignments and increased job responsibilities	15	4.07	80.0	20%		53%		27%
32. Takes immediate action on poor performance	15	4.47	100.0		53%		47%	
33. Works to identify root causes of performance problems	15	4.13	80.0	20%		47%		33%
34. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.13	86.7	13%		60%		27%
35. Provides ongoing feedback to co-workers on their development progress	15	4.00	80.0	20%		60%		20%

Comments:

- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- She is also very enthusiastic and energetic.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- ___ always remains professional in her interactions and I appreciate her direct style of communication.

Conflict Management

Summary Scores



36. Identifies and takes steps to prevent potential confrontations.



37. Tries to understand others' point of view before making judgments



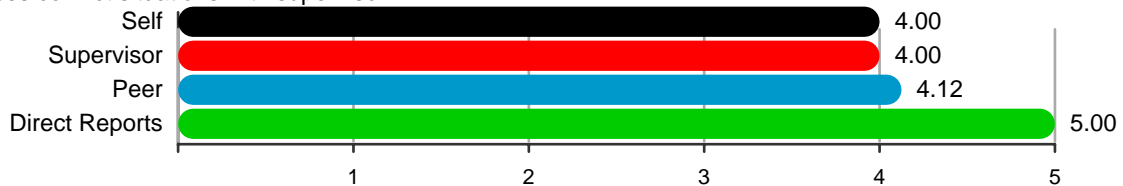
38. Assists team members by helping them see the other point of view.



39. Deals effectively with employee grievances.



40. Discusses conflict situations with supervisor.



Level of Skill

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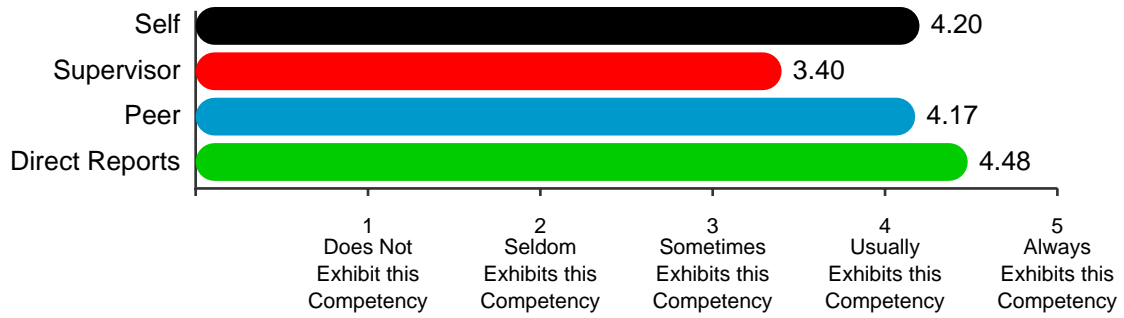
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Identifies and takes steps to prevent potential confrontations.	15	4.33	100.0			67%		33%
37. Tries to understand others' point of view before making judgments	15	3.93	80.0	13%	7%		53%	27%
38. Assists team members by helping them see the other point of view.	15	4.27	86.7		13%		47%	40%
39. Deals effectively with employee grievances.	15	4.13	86.7		13%		60%	27%
40. Discusses conflict situations with supervisor.	15	4.40	93.3		7%		47%	47%

Comments:

- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ makes great hiring choices. she is clear on what needs to be done.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- she is open and willing to share her vision for the team.
- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].

Negotiation

Summary Scores



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



42. Maintains communication channels between parties in the negotiation.



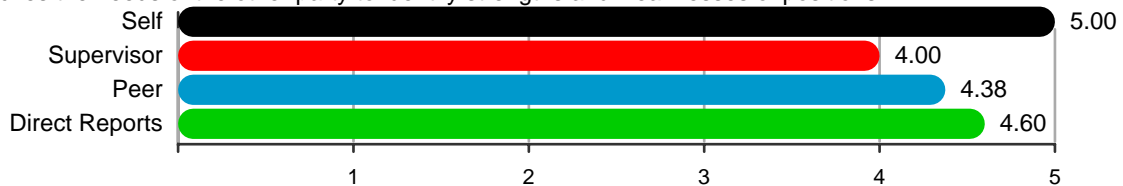
43. Able to influence others to accept certain positions.



44. Establishes good working relationships with others.



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



Level of Skill

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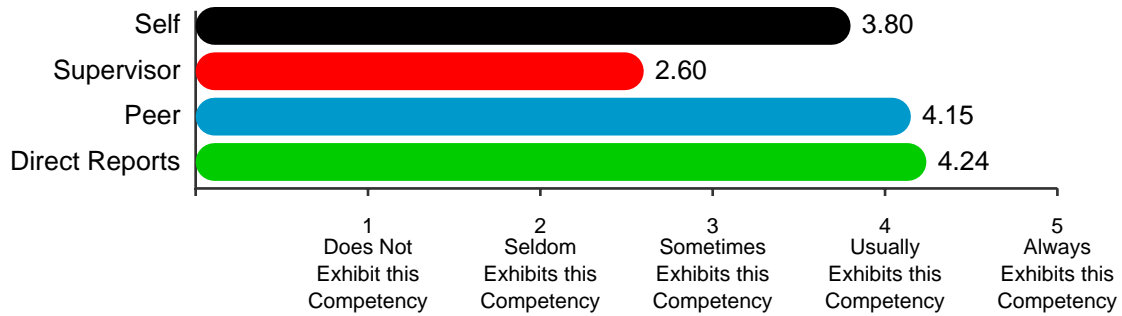
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Able to control their emotional responses and correctly gauge the emotions of others.	15	4.33	93.3	7%	53%		40%	
42. Maintains communication channels between parties in the negotiation.	15	4.20	80.0	20%	40%		40%	
43. Able to influence others to accept certain positions.	15	4.13	86.7	13%	60%		27%	
44. Establishes good working relationships with others.	15	4.00	86.7	13%	73%		13%	
45. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	4.47	93.3	7%	40%		53%	

Comments:

- She communicates clearly, and is always willing to listen attentively.
- Always looking for ways to grow as a person. Inspires others to do the same.
- 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 is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- Delegates often with little to no direction.

Organizational Fluency

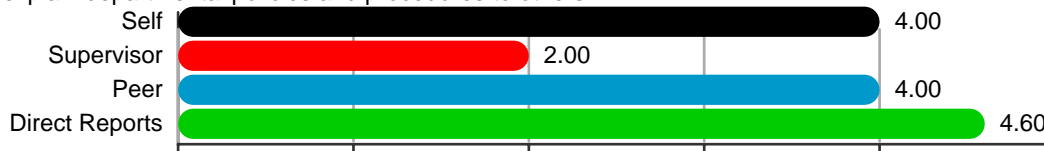
Summary Scores



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



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



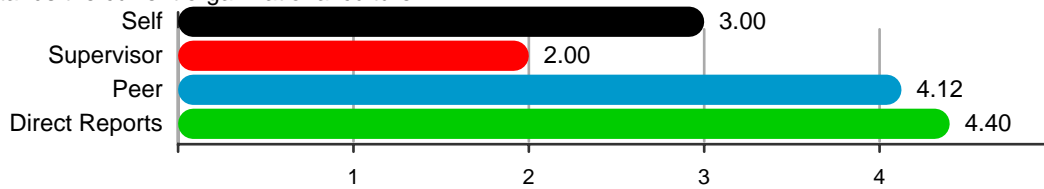
48. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



49. Gets things done through the department.



50. Understands the current organizational culture.



Level of Skill

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46. Able to deal with sensitive issues with tact and professionalism.	15	3.87	80.0	7%	13%	67%	13%	
47. Able to explain departmental policies and procedures to others.	15	4.07	86.7	13%	53%	33%		
48. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.13	86.7	13%	60%	27%		
49. Gets things done through the department.	15	4.20	86.7	7%	7%	47%	40%	
50. Understands the current organizational culture.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- Don't know where we would be without her.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- Completes variance analysis and identifies corrective actions.

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?

- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ 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.
- ___ 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.
- ___ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. ___ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- ___ is an impressive performer.

What do you like best about working with this individual?

- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistent side of it.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- ___ does a great job in supporting and engaging all of her employees.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- I am VERY fortunate to be on her team and part of this division.

What do you like least about working with this individual?

- Improve communication delivery. Acknowledge what others are saying.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ established an environment in which teamwork and creativity flourished.
- Our desire to improve loss rates has been encouraged and supported by ___.
- ___ is by far a leader in the service area.

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

- I think ___ is doing a great job! The learning curve is steep and she is growing to meet the challenge.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- She makes me feel like an important and valued team member.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- I trust that I can go to her in confidence and she will really listen to what I am saying.

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

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- Our organization is a better place because of her and her future focus.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.

Any final comments?

- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- 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.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.