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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.

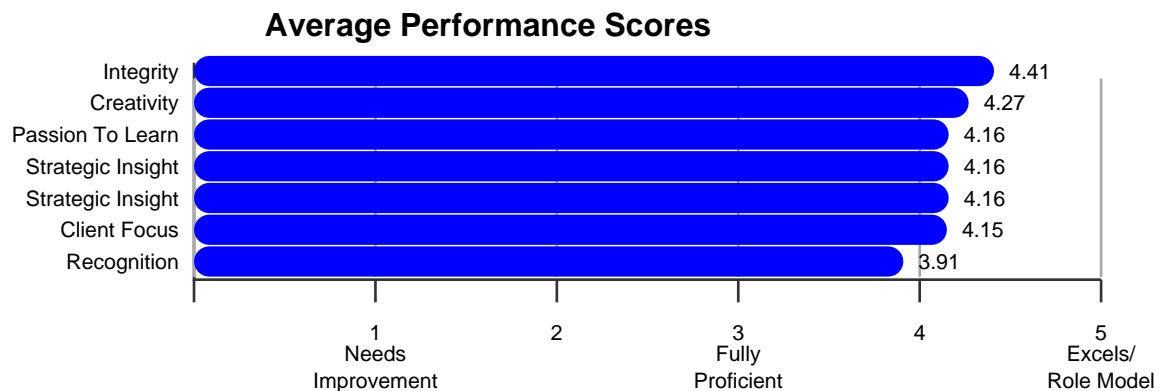
## What to Do with Your Feedback

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

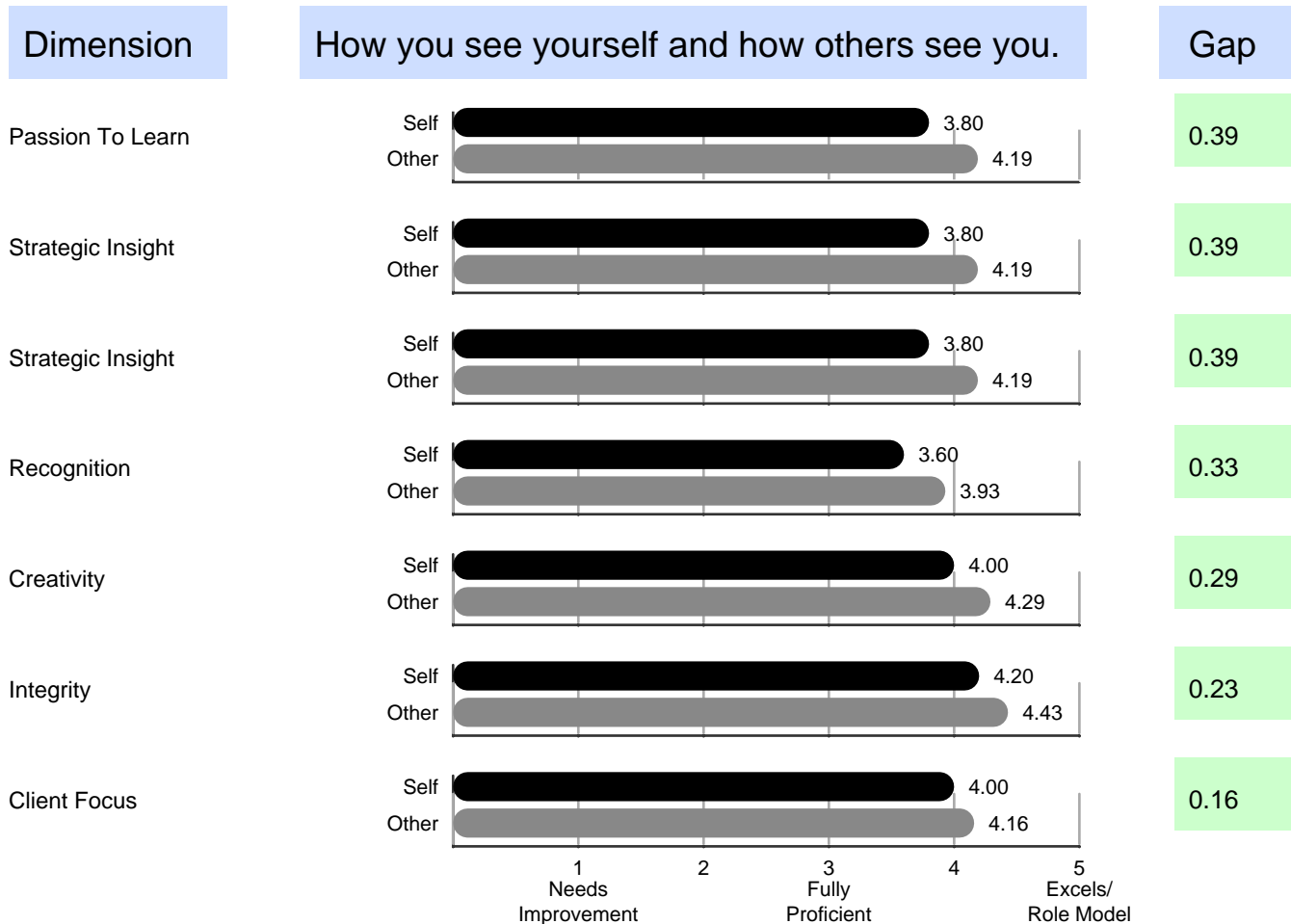
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



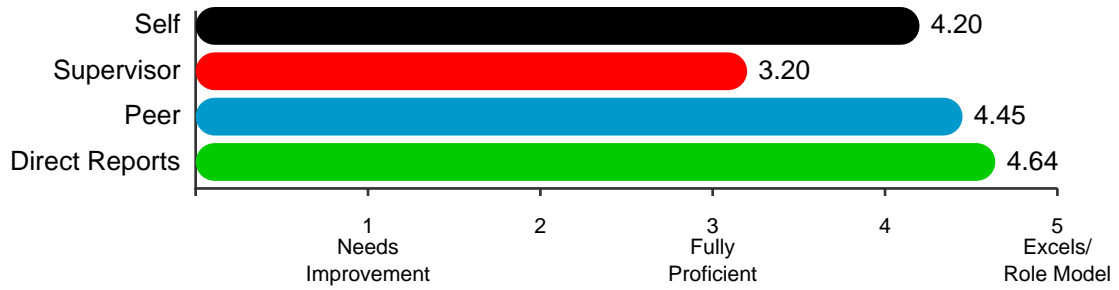
# Gap Analysis

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. Develops trust and confidence from others.



### 2. Maintains strong relationships with others.



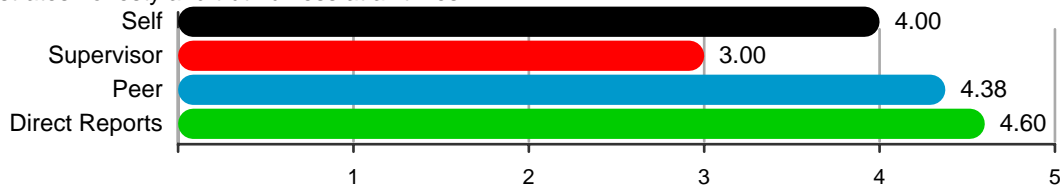
### 3. Demonstrates sincerity in actions with others.



### 4. Fosters a high standard of ethics and integrity.



### 5. Demonstrates honesty and truthfulness at all times.



## 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).

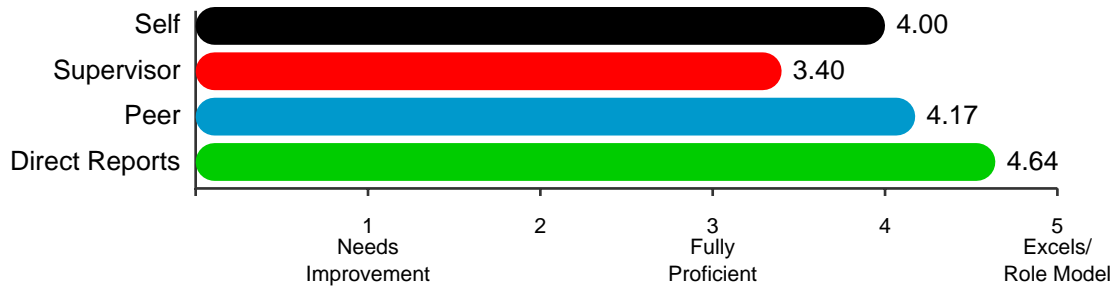
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Develops trust and confidence from others.	15	4.20	93.3	7%	67%	27%
2. Maintains strong relationships with others.	15	4.87	100.0	13%	87%	
3. Demonstrates sincerity in actions with others.	15	4.27	93.3	7%	60%	33%
4. Fosters a high standard of ethics and integrity.	15	4.40	86.7	13%	33%	53%
5. Demonstrates honesty and truthfulness at all times.	15	4.33	93.3	7%	53%	40%

### Comments:

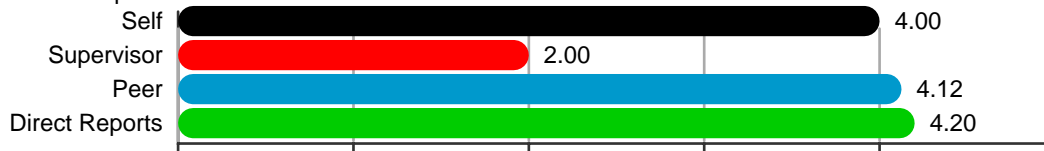
- \_\_\_\_\_ has been an excellent assistant manager.
- Resources are managed carefully with input sought and considered before applying those resources.
- \_\_\_\_\_ is very supportive and knows his area of expertise. He is a pleasure to work with.
- \_\_\_\_\_ continually devotes his attention to opportunities for process improvement and professional growth.
- Great addition to our team!
- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.

# Creativity

## Summary Scores



### 6. Is creative and inspirational.



### 7. Is creative.



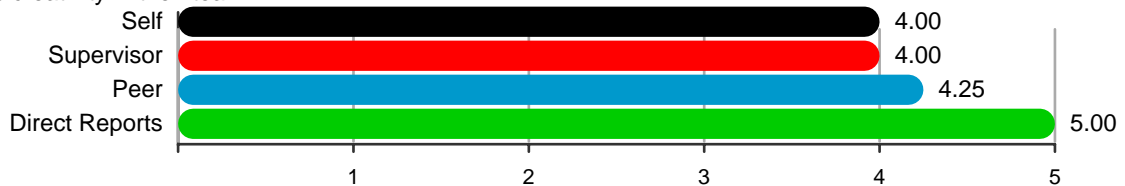
### 8. Conceives, implements and evaluates ideas.



### 9. Develops solutions to challenging problems.



### 10. Inspires creativity in their team.



## Level of Skill

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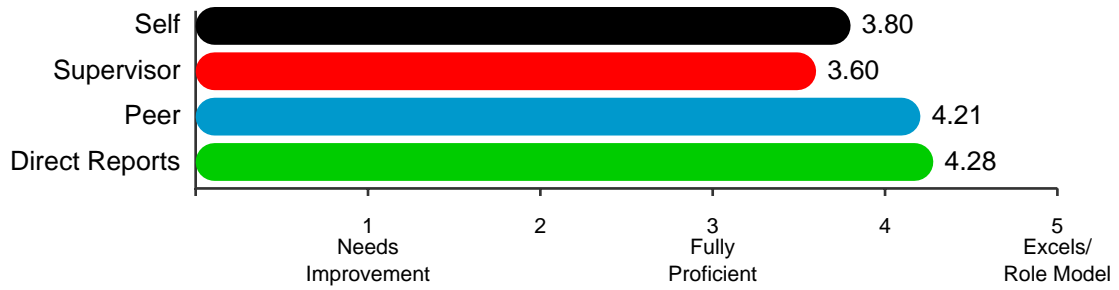
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Is creative and inspirational.	15	4.00	80.0	7%	13%	53%	27%
7. Is creative.	15	4.07	80.0		20%	53%	27%
8. Conceives, implements and evaluates ideas.	15	4.33	93.3	7%		47%	47%
9. Develops solutions to challenging problems.	15	4.47	93.3	7%		40%	53%
10. Inspires creativity in their team.	15	4.47	93.3	7%		40%	53%

### Comments:

- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- \_\_\_\_\_ is a very solid manager who meets or exceeds expectations of his role.
- \_\_\_\_\_ is respected by the team and they openly seek out his advise or opinion.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- \_\_\_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.
- Set clear expectations for others.

# Passion To Learn

## Summary Scores



11. Is open minded and curious about learning new skills.



12. Enjoys learning new skills and techniques.



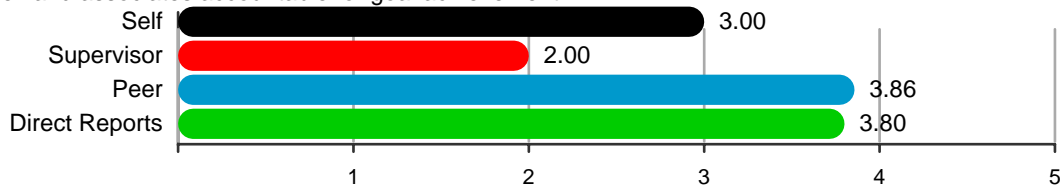
13. Enhances value to the company through additional training and development.



14. Takes initiative for own learning and development.



15. Holds self and associates accountable for goal achievement.





## Level of Skill

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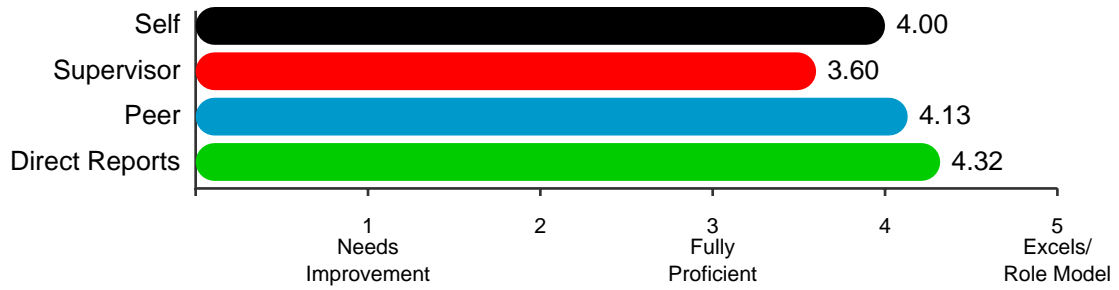
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Is open minded and curious about learning new skills.	15	4.60	100.0	40%	60%	
12. Enjoys learning new skills and techniques.	15	4.27	100.0	73%	27%	
13. Enhances value to the company through additional training and development.	15	4.33	100.0	67%	33%	
14. Takes initiative for own learning and development.	15	3.93	73.3	27%	53%	20%
15. Holds self and associates accountable for goal achievement.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- \_\_\_\_\_ analyzes all situations before making a decision.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- \_\_\_\_\_ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_\_\_ and get an honest response.
- \_\_\_\_\_ is a great boss and director. \_\_\_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_\_\_ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- \_\_\_\_\_ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.

# Client Focus

## Summary Scores



### 16. Maintains strong relationships with clients.



### 17. Looks for opportunities that have a positive impact on Clients.



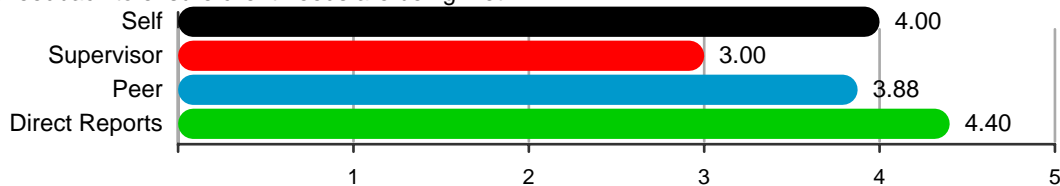
### 18. Is pro-active in dealing with clients and addressing their needs.



### 19. Forms strong client relationships



### 20. Obtains feedback to ensure client needs are being met.



## Level of Skill

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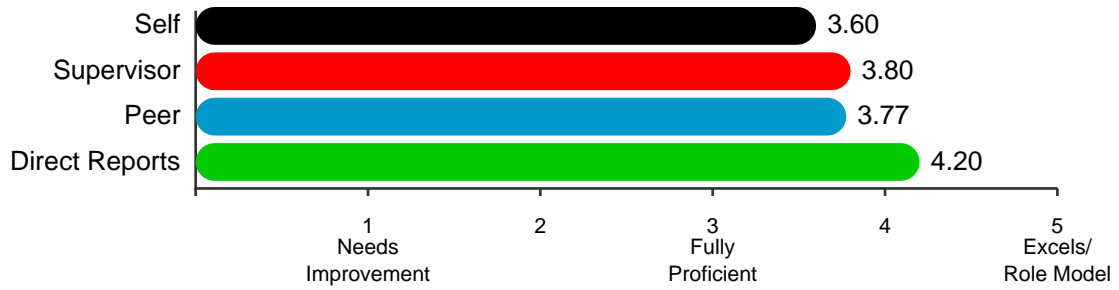
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Maintains strong relationships with clients.	15	4.33	86.7	13%		40%	47%
17. Looks for opportunities that have a positive impact on Clients.	15	4.27	93.3	7%		60%	33%
18. Is pro-active in dealing with clients and addressing their needs.	14	4.00	92.9	7%		86%	7%
19. Forms strong client relationships	14	4.14	85.7	7%	7%	50%	36%
20. Obtains feedback to ensure client needs are being met.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- This year \_\_\_\_\_ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- \_\_\_\_\_ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- \_\_\_\_\_ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- He is a great teammate!

# Recognition

## Summary Scores



21. Readily shares credit and gives others opportunity for visibility.



22. Recognizes team members who offer a significant contribution to a project.



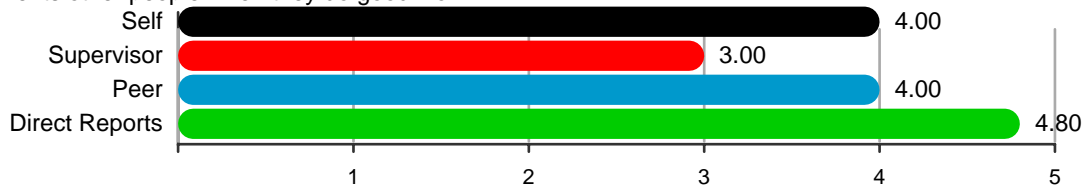
23. Offers recognition in a timely manner.



24. Recognizes the abilities and skills of self and others



25. Compliments other people when they do good work



## Level of Skill

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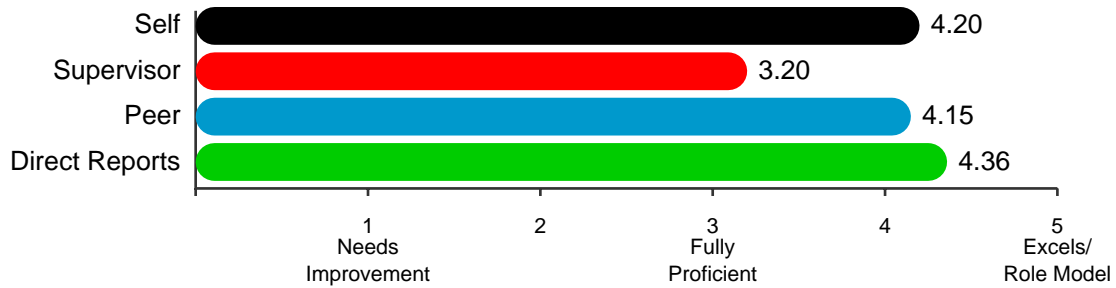
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Readily shares credit and gives others opportunity for visibility.	15	4.00	66.7	13%	20%	20%	47%
22. Recognizes team members who offer a significant contribution to a project.	15	3.47	53.3	13%	33%	47%	7%
23. Offers recognition in a timely manner.	15	3.60	66.7	13%	20%	60%	7%
24. Recognizes the abilities and skills of self and others	15	4.27	86.7	7%	7%	40%	47%
25. Compliments other people when they do good work	15	4.20	80.0	7%	13%	33%	47%

### Comments:

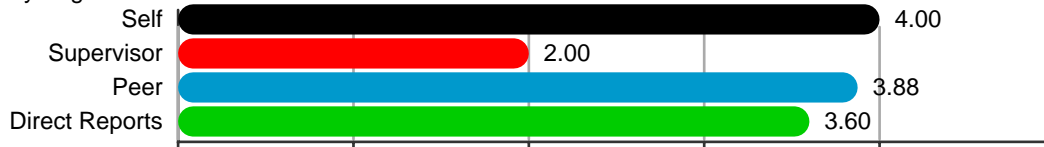
- \_\_\_\_\_ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- \_\_\_\_\_ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- Expectations are not always clearly communicated/outlined.
- I appreciate how \_\_\_\_\_ guides, supports, and direct staff.
- I have seen improvement and will try to encourage even more growth.
- \_\_\_\_\_ is a outstanding manager.

# Strategic Focus

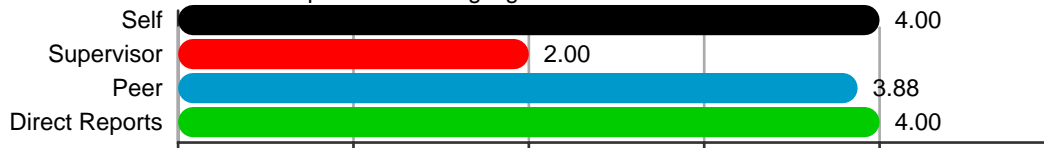
## Summary Scores



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



27. Understands & contributes to development of strategic goals.



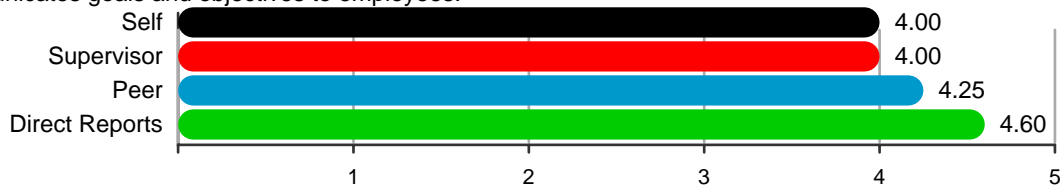
28. Able to decline a poor strategy by proposing alternate strategies.



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



30. Communicates goals and objectives 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 Improvement) to green (Excels/ Role Model).

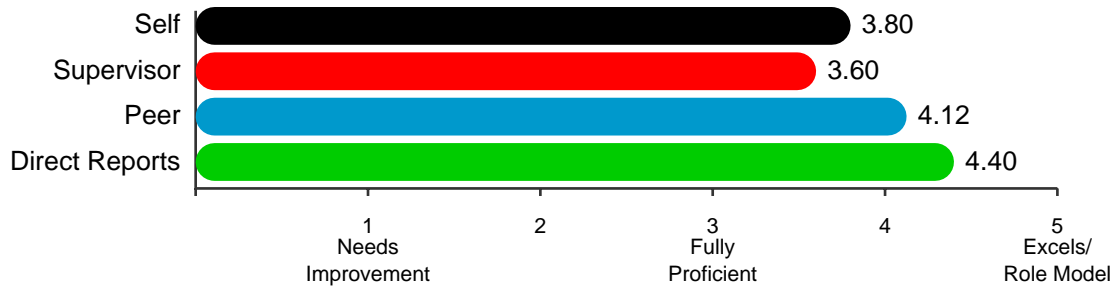
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.67	66.7	20%	13%	47%		20%
27. Understands & contributes to development of strategic goals.	15	3.80	73.3	20%	7%	47%		27%
28. Able to decline a poor strategy by proposing alternate strategies.	15	4.33	86.7	13%		40%		47%
29. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	4.67	100.0			33%		67%
30. Communicates goals and objectives to employees.	15	4.33	100.0			67%		33%

### Comments:

- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- Loyalty. Willingness to get it right.
- \_\_\_\_\_ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- I can't think of a single thing \_\_\_\_\_ could improve upon.
- I appreciate his perspective and guidance on a variety of things.
- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.

# Strategic Insight

## Summary Scores



31. Maintains knowledge of current trends in the industry.



32. Communicates vision for the department and company.



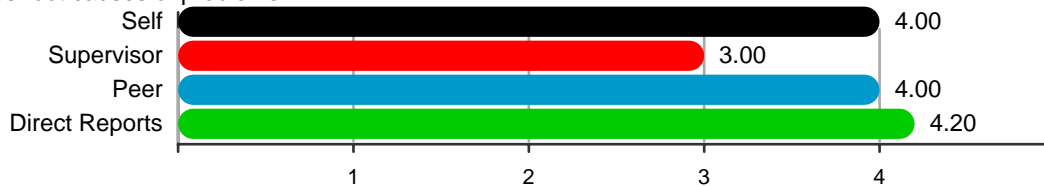
33. Formulates strategies and action plans to ensure successful completion of goals and objectives.



34. Analyzes unique issues or problems impacting the Company.



35. Identifies root causes of problems.





## 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
31. Maintains knowledge of current trends in the industry.	15	4.07	80.0	20%	53%	27%
32. Communicates vision for the department and company.	15	4.47	100.0		53%	47%
33. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	4.13	80.0	20%	47%	33%
34. Analyzes unique issues or problems impacting the Company.	15	4.13	86.7	13%	60%	27%
35. Identifies root causes of problems.	15	4.00	80.0	20%	60%	20%

### Comments:

- Is extremely knowledgeable and is always continuing his education to stay up to date.
- You can always count on \_\_\_\_\_ to respond to emails and telephone calls and follow through with commitments.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- \_\_\_\_\_ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- \_\_\_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.

## 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?

- \_\_\_\_\_ has made some excellent hiring decisions this past year. I am extremely impressed with both \_\_\_\_\_ & \_\_\_\_\_ and look forward to seeing what they will achieve together as a team in this next year.
- \_\_\_\_\_ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- He lets us develop our own style and inspires us to do our best.
- I feel as though \_\_\_\_\_ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.

### What do you like best about working with this individual?

- \_\_\_\_\_ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- Very knowledgeable and always steps up if help is needed.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- \_\_\_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.

### What do you like least about working with this individual?

- Before \_\_\_\_\_ came into the position it seemed that the department was a dump.
- He is trustworthy, dependable, positive attitude, and team focused.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- The department is lucky to have him.
- \_\_\_\_\_ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- \_\_\_\_\_ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.

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

- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- I have seen improvement and will try to encourage even more growth.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss
- \_\_\_\_\_ 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.
- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.

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

- One of the best supervisors that I have had.
- \_\_\_\_\_ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- \_\_\_\_\_ always has the customer at the center of focus.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- \_\_\_\_\_ is smart, detailed and committed. I appreciate having his on our team.

### Any final comments?

- He is very astute, proactive in problem solving, and a great team member.
- \_\_\_\_\_ is very supportive of Core Competency and concepts. The one concept that \_\_\_\_\_ refers to consistently is what we respect most is people's ability to think.
- \_\_\_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- \_\_\_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- \_\_\_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.