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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.

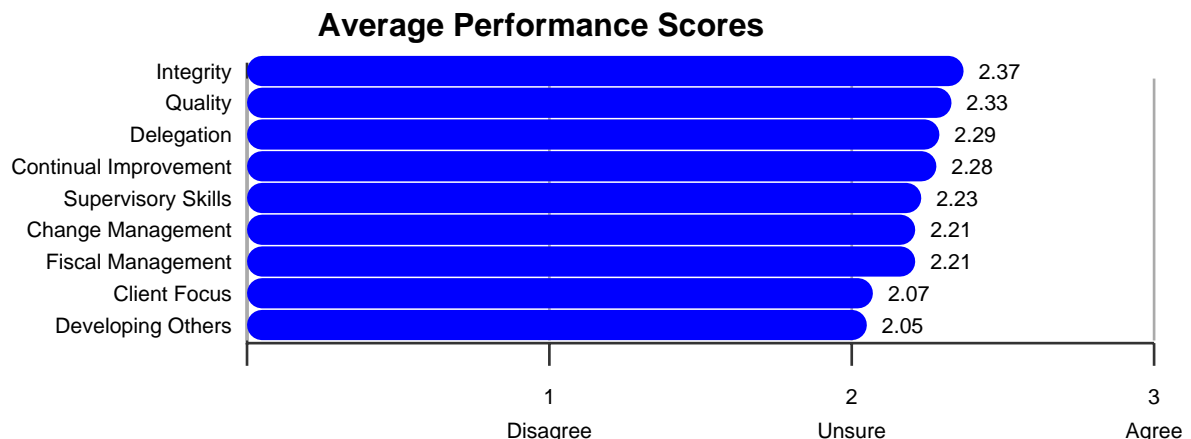
## What to Do with Your Feedback

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

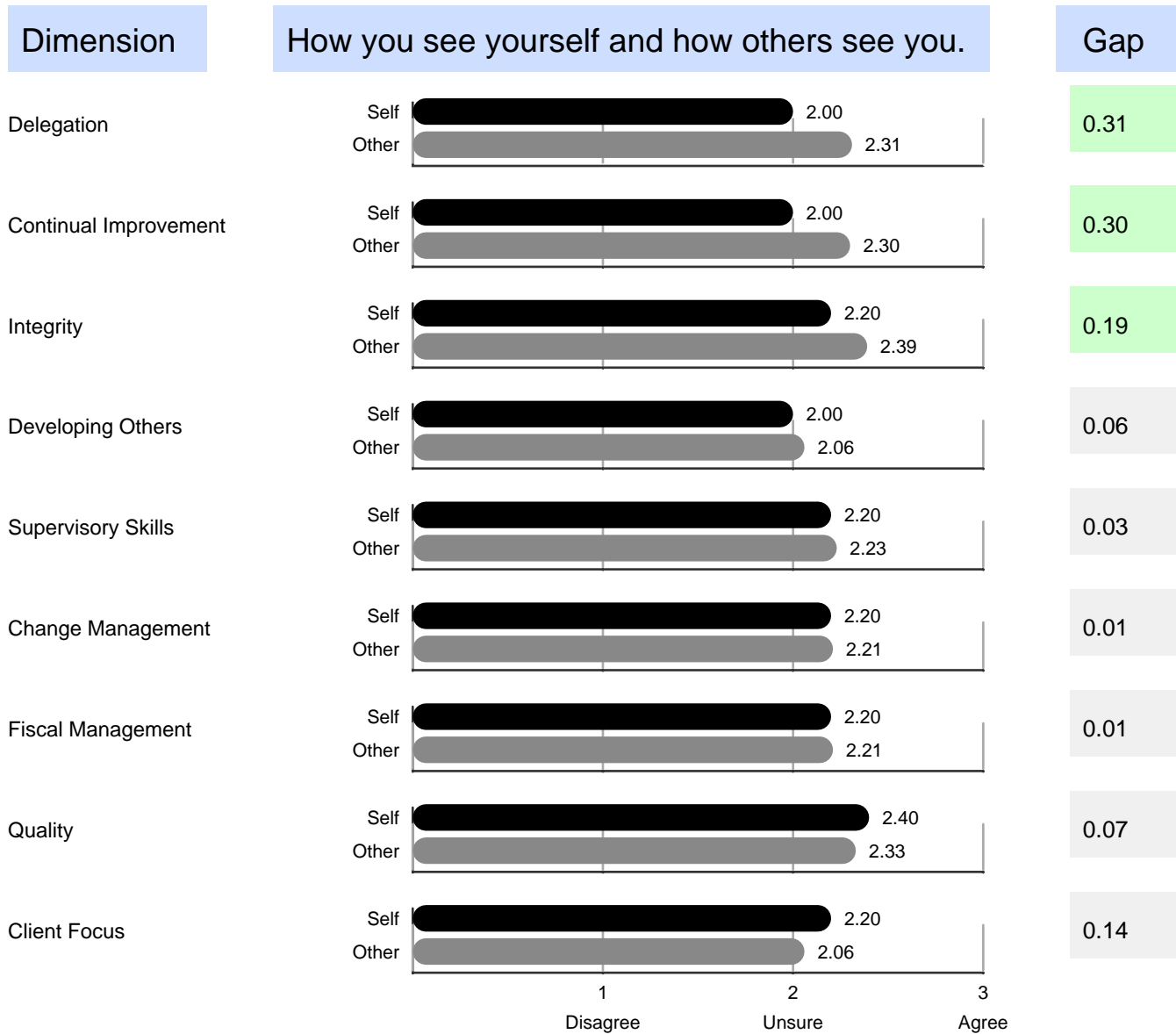
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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

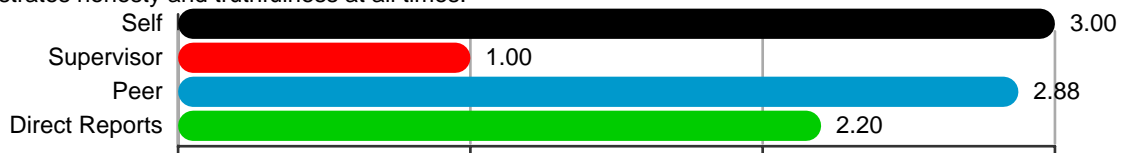
## Summary Scores



### 1. Protects the integrity and confidentiality of information



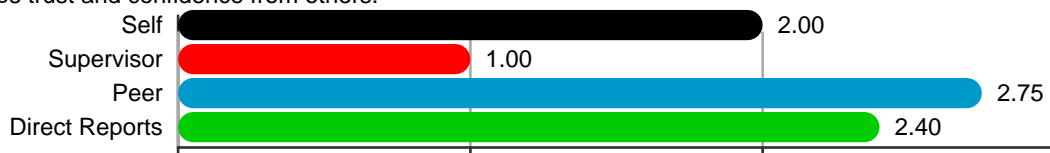
### 2. Demonstrates honesty and truthfulness at all times.



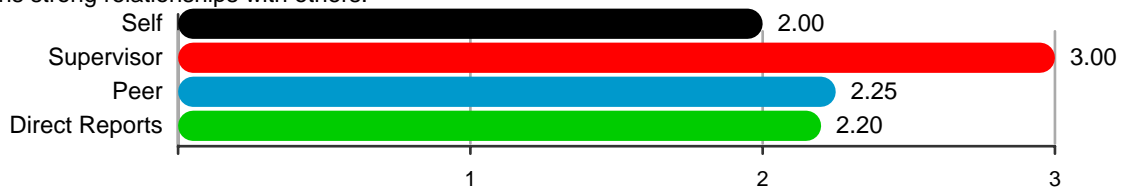
### 3. Fosters a high standard of ethics and integrity.



### 4. Develops trust and confidence from others.



### 5. Maintains strong relationships with others.



## Level of Skill

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

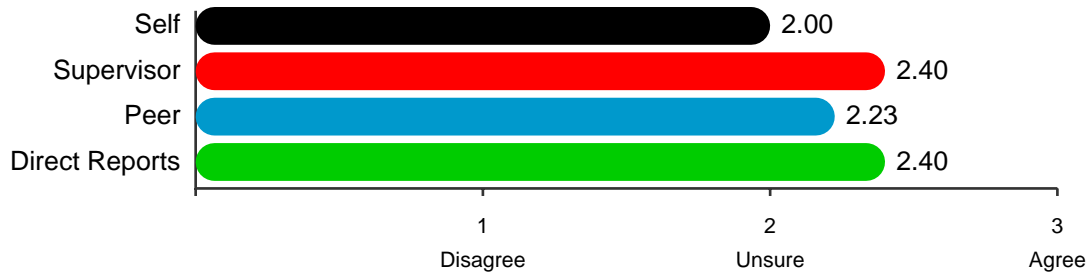
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Protects the integrity and confidentiality of information	15	2.27	33.3	7%	60%	33%
2. Demonstrates honesty and truthfulness at all times.	15	2.53	73.3	20%	7%	73%
3. Fosters a high standard of ethics and integrity.	15	2.33	40.0	7%	53%	40%
4. Develops trust and confidence from others.	15	2.47	53.3	7%	40%	53%
5. Maintains strong relationships with others.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ is a outstanding manager.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- His passion for and for education and his advanced degree is a tremendous asset to the team.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for \_\_\_\_\_ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- \_\_\_\_\_ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- He inspires others by the manner in which he does his work and engages others.

# Continual Improvement

## Summary Scores



### 6. Open to the suggestions from others.



### 7. Analyzes processes to determine areas for improvement.



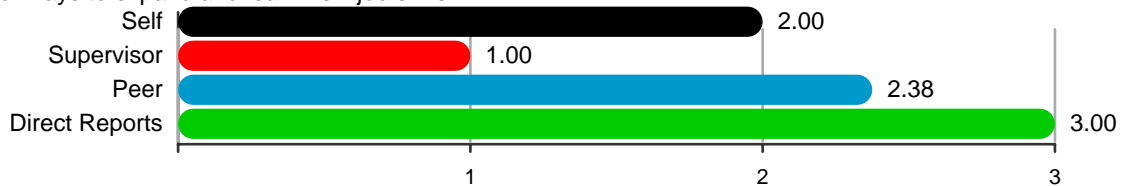
### 8. Promotes training and development opportunities to enhance job performance.



### 9. Looks for ways to expand current job responsibilities.



### 10. Looks for ways to expand and learn new job skills.



## Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Open to the suggestions from others.	15	2.13	33.3	20%	47%	33%
7. Analyzes processes to determine areas for improvement.	15	2.07	26.7	20%	53%	27%
8. Promotes training and development opportunities to enhance job performance.	15	2.33	40.0	7%	53%	40%
9. Looks for ways to expand current job responsibilities.	15	2.40	53.3	13%	33%	53%
10. Looks for ways to expand and learn new job skills.	15	2.47	60.0	13%	27%	60%

### Comments:

- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- Is always available to assist with issues, all scopes business or personal.
- I wish I had 5 more years to learn from \_\_\_\_\_. He teaches me with every interaction.
- He does not settle- but will continue a search until the right fit is found.
- He is a joy to work for.
- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.

# Supervisory Skills

## Summary Scores



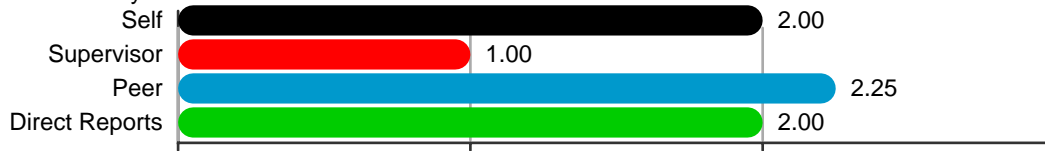
11. Is aware of the unique strengths of each employee.



12. Promotes teamwork and cooperation within the department.



13. Delegates effectively.



14. Resolves personnel problems quickly and effectively.



15. Provides constructive, ongoing feedback.





## Level of Skill

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

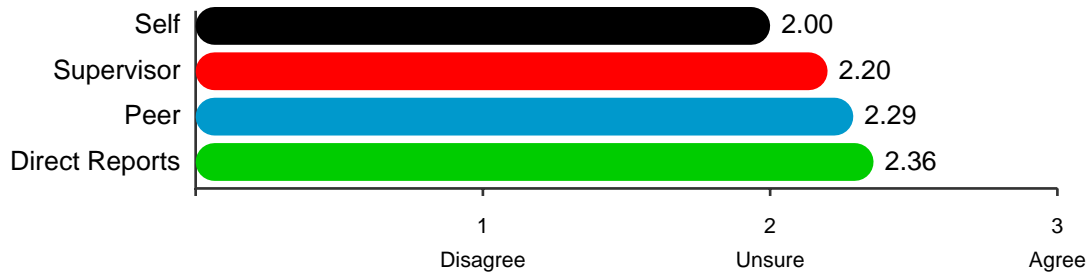
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Is aware of the unique strengths of each employee.	15	2.33	40.0	7%	53%	40%
12. Promotes teamwork and cooperation within the department.	15	2.07	20.0	13%	67%	20%
13. Delegates effectively.	15	2.07	26.7	20%	53%	27%
14. Resolves personnel problems quickly and effectively.	15	2.27	40.0	13%	47%	40%
15. Provides constructive, ongoing feedback.	14	2.43	50.0	7%	43%	50%

### Comments:

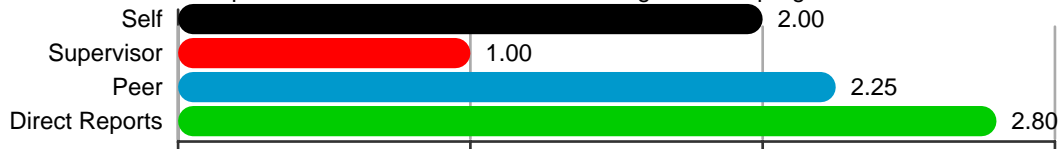
- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- he is open and willing to share his vision for the team.
- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that \_\_\_\_\_ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- \_\_\_\_\_ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.

# Delegation

## Summary Scores



16. Sets clear and reasonable expectations for others and follows through on their progress.



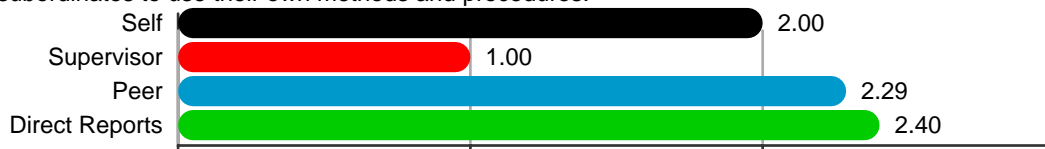
17. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



18. Entrusts subordinates with important tasks.



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



20. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



## Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.33	46.7	13%	40%	47%
17. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	2.33	40.0	7%	53%	40%
18. Entrusts subordinates with important tasks.	14	2.00	14.3	14%	71%	14%
19. Allows subordinates to use their own methods and procedures.	14	2.21	42.9	21%	36%	43%
20. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.53	60.0	7%	33%	60%

### Comments:

- he continues to make improvements in core competencies.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- I believe I need to give him a chance to get into his position.
- He is continually looking for ways to improve our service to our customers.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.

# Quality

## Summary Scores



21. Encourages others to achieve high quality standards.



22. Reflects on what is working and what could be improved.



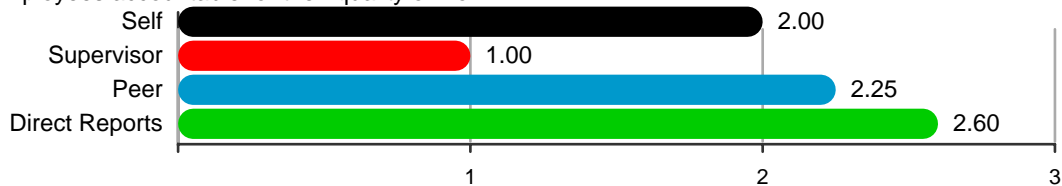
23. Encourages others to produce the highest quality work products.



24. Always strives to produce the highest quality work products.



25. Holds employees accountable for their quality of work.



## Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Encourages others to achieve high quality standards.	15	2.60	66.7	7%	27%	67%
22. Reflects on what is working and what could be improved.	15	2.33	40.0	7%	53%	40%
23. Encourages others to produce the highest quality work products.	15	2.07	20.0	13%	67%	20%
24. Always strives to produce the highest quality work products.	15	2.40	53.3	13%	33%	53%
25. Holds employees accountable for their quality of work.	15	2.27	53.3	27%	20%	53%

### Comments:

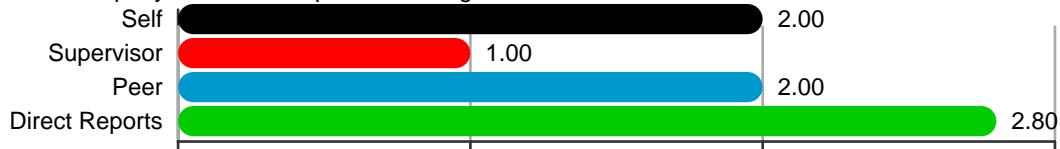
- He is quick and willing to aid.
- \_\_\_\_\_ is very approachable. He is able to get people to follow through and engage in their daily work.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- \_\_\_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_\_\_ without his bringing them before the team for discussion.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.

# Change Management

## Summary Scores



### 26. Supports the Company's efforts to implement changes.



### 27. Effective in dealing with ambiguous and challenging situations.



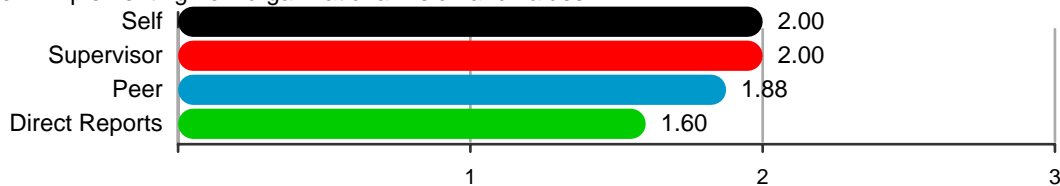
### 28. Adopts changes to set and example for others to follow.



### 29. Addresses organizational and departmental resistance to changes.



### 30. Effective in implementing new organizational vision and values.



## Level of Skill

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

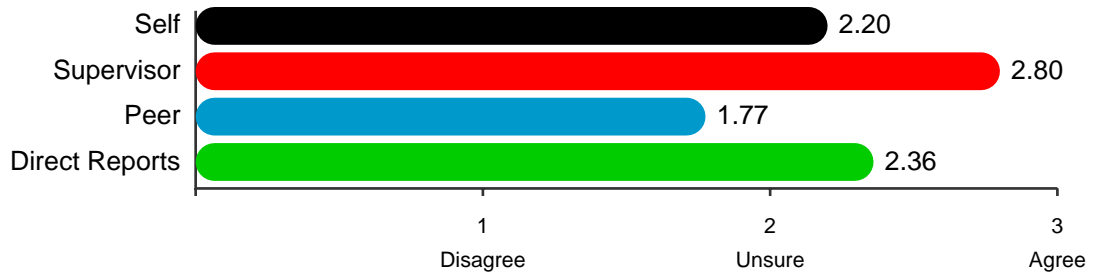
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Supports the Company's efforts to implement changes.	15	2.20	33.3	13%	53%	33%
27. Effective in dealing with ambiguous and challenging situations.	15	2.00	26.7	27%	47%	27%
28. Adopts changes to set and example for others to follow.	15	2.47	53.3	7%	40%	53%
29. Addresses organizational and departmental resistance to changes.	15	2.60	60.0		40%	60%
30. Effective in implementing new organizational vision and values.	15	1.80	13.3	33%	53%	13%

### Comments:

- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- \_\_\_\_\_ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- \_\_\_\_\_ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- \_\_\_\_\_ is very professional in dealing with his peers and the staff.
- \_\_\_\_\_ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- \_\_\_\_\_ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role

# Client Focus

## Summary Scores



### 31. Satisfies client needs.



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



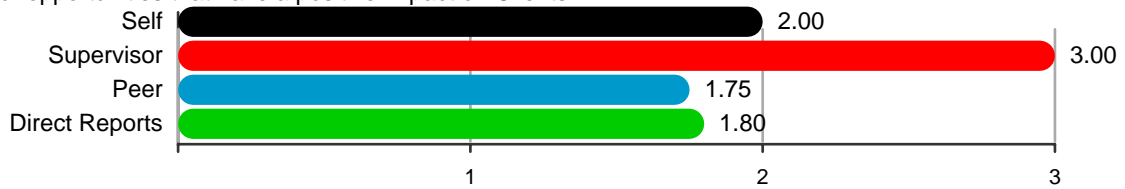
### 33. Maintains strong relationships with clients.



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



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





## Level of Skill

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

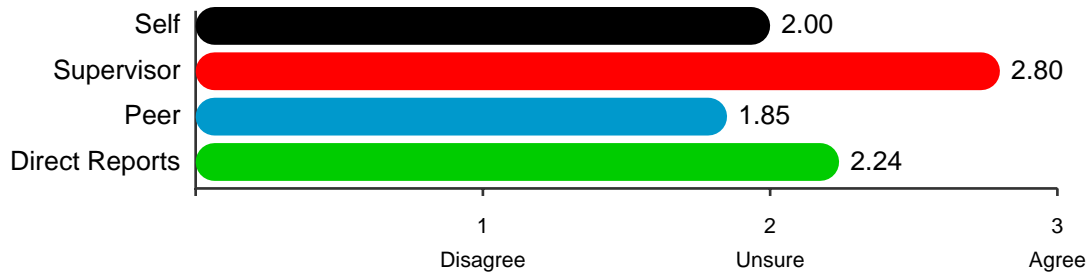
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Satisfies client needs.	15	2.13	33.3	20%	47%	33%
32. Obtains feedback to ensure client needs are being met.	15	2.13	33.3	20%	47%	33%
33. Maintains strong relationships with clients.	15	2.07	33.3	27%	40%	33%
34. Is pro-active in dealing with clients and addressing their needs.	15	2.13	26.7	13%	60%	27%
35. Looks for opportunities that have a positive impact on Clients.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- \_\_\_\_\_ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- Whenever \_\_\_\_\_ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_\_\_ was there). He also participated in interviews within my department ans was a valuable member.
- \_\_\_\_\_ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.

# Developing Others

## Summary Scores



### 36. Creates opportunities for professional development.



### 37. Provides constructive feedback to others.



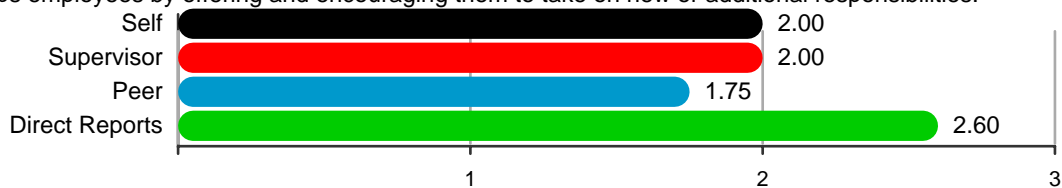
### 38. Is open to receiving feedback.



### 39. Assesses employees' developmental needs.



### 40. Develops employees by offering and encouraging them to take on new or additional responsibilities.



## Level of Skill

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

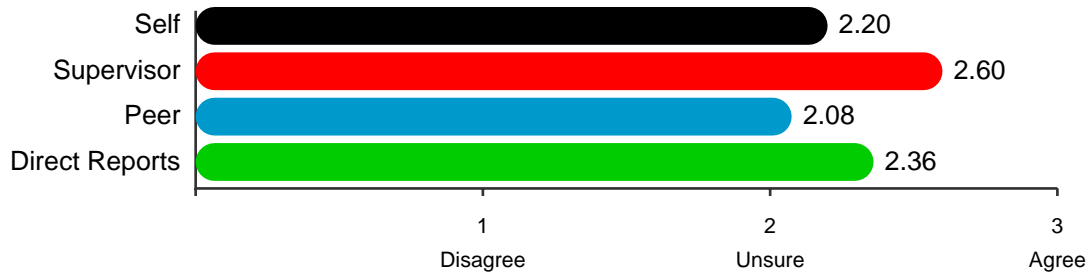
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Creates opportunities for professional development.	15	1.87	20.0	33%	47%	20%
37. Provides constructive feedback to others.	15	1.93	13.3	20%	67%	13%
38. Is open to receiving feedback.	15	2.07	33.3	27%	40%	33%
39. Assesses employees' developmental needs.	15	2.33	33.3		67%	33%
40. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	2.07	33.3	27%	40%	33%

### Comments:

- \_\_\_\_\_ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

# Fiscal Management

## Summary Scores



41. Develops budgets and plans for various programs and initiatives.



42. Ensures others follow the correct rules and regulations on fiscal matters.



43. Provides budgeting and accounting support to the Company.



44. Develops of the department's annual budget.



45. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



## Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Develops budgets and plans for various programs and initiatives.	15	2.00	26.7	27%	47%	27%
42. Ensures others follow the correct rules and regulations on fiscal matters.	15	2.13	33.3	20%	47%	33%
43. Provides budgeting and accounting support to the Company.	15	2.20	40.0	20%	40%	40%
44. Develops of the department's annual budget.	15	2.20	26.7	7%	67%	27%
45. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.53	60.0	7%	33%	60%

### Comments:

- I appreciate that \_\_\_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- I appreciate \_\_\_\_\_'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- Manager engages in all categories described above as marked.
- He always steps up and gets what needs to be done completed.
- There are a lot of great features this system has to offer and \_\_\_\_\_ has challenges at times.

## 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?

- I think he is the kind of manager our department has needed and will continue to need.
- \_\_\_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- I value \_\_\_\_\_'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- \_\_\_\_\_ is a great role model and leader. Others could learn from his style.
- \_\_\_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- \_\_\_\_\_ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.

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

- Be being better organized. It would help with prioritizing.
- \_\_\_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- He make sure the team effort not only succeed on paper.
- \_\_\_\_\_ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- \_\_\_\_\_ is reliable and effective communicator. He 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.

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

- Overall I think he does a great job and he is very approachable.
- I believe \_\_\_\_\_ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- \_\_\_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_\_\_ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- \_\_\_\_\_ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.

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

- He is sensitive to his employees needs and is creative in accommodating their needs.
- I like that he challenges me.
- \_\_\_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- \_\_\_\_\_ always makes decisions based on what is best for the department or organization.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].

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

- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.
- As a new Manager to the area, \_\_\_\_\_ was subjected to a review of department services. This was tough on him, but he did very well with it.
- He 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.
- \_\_\_\_\_ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- He is very effective.

### Any final comments?

- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- He takes the time to explain to staff the rationale of changes being made.
- \_\_\_\_\_ could also improve his ability to work with the framework of a team. \_\_\_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- \_\_\_\_\_ is very reliable and collaborates well on projects.
- Have persistence and tenacity
- He listens to the team.