



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.

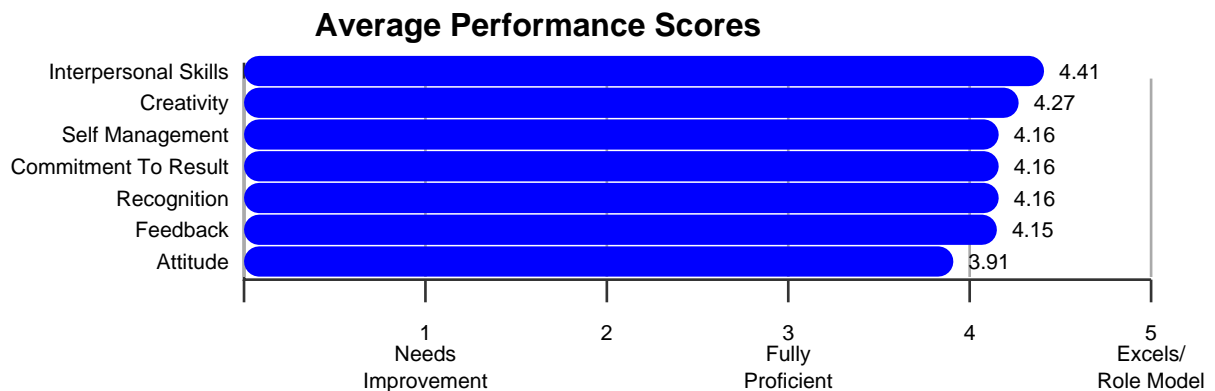
What to Do with Your Feedback

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

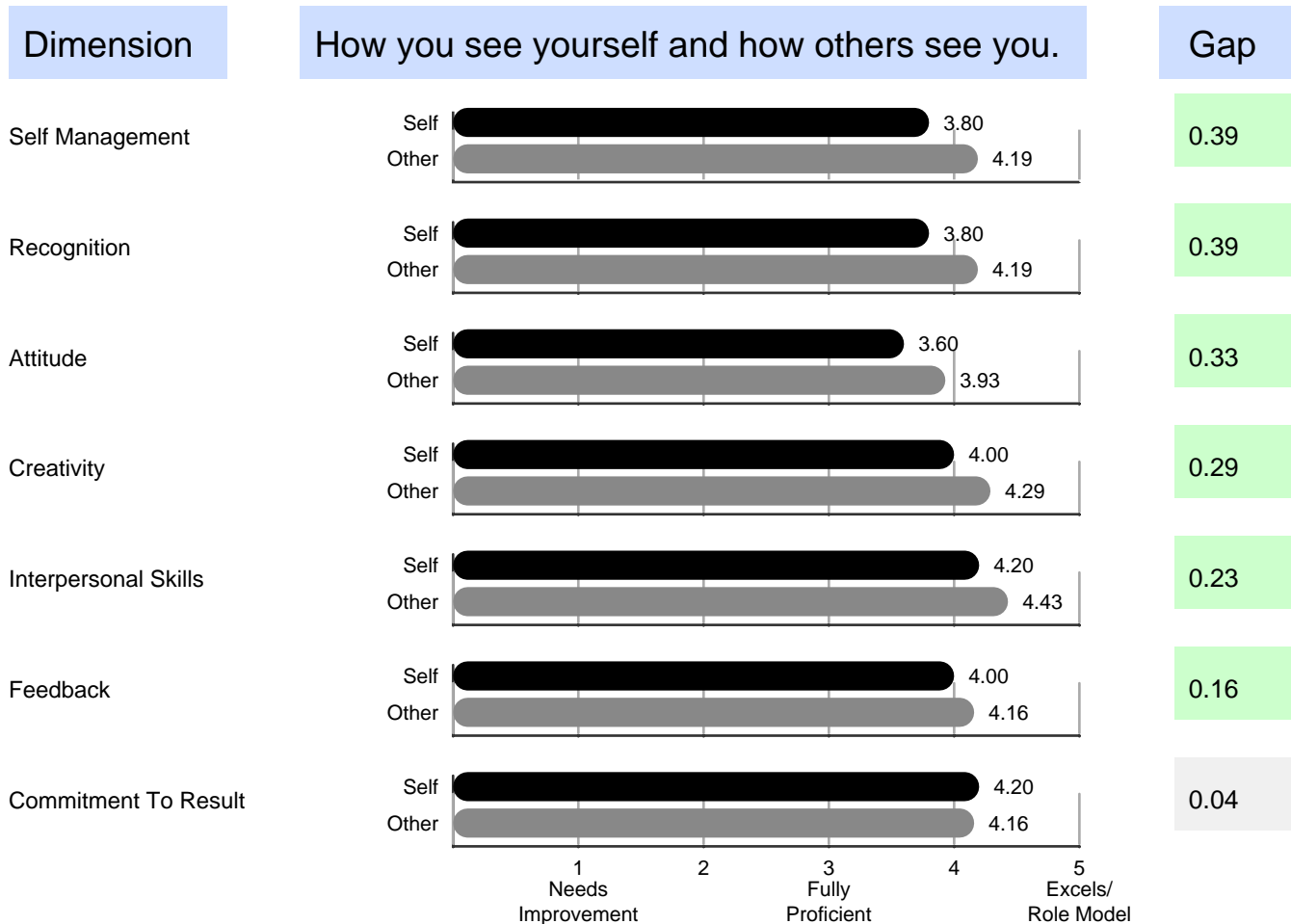
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Interpersonal Skills

Summary Scores



1. Demonstrates compassion and understanding of others.



2. Adapts management style to meet the needs of the individual or situation.



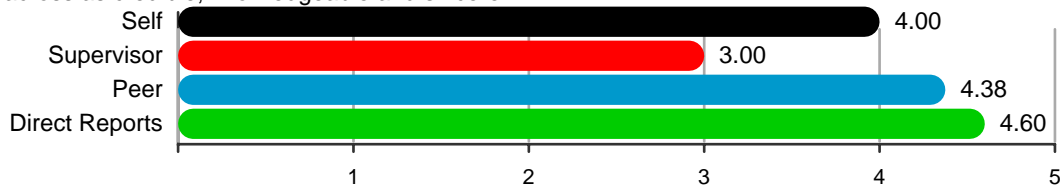
3. Effectively manages conflicts by dealing with them directly and immediately



4. Is a role model for others



5. Comes across as credible, knowledgeable and sincere



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. Demonstrates compassion and understanding of others.	15	4.20	93.3	7%	67%	27%
2. Adapts management style to meet the needs of the individual or situation.	15	4.87	100.0	13%	87%	
3. Effectively manages conflicts by dealing with them directly and immediately	15	4.27	93.3	7%	60%	33%
4. Is a role model for others	15	4.40	86.7	13%	33%	53%
5. Comes across as credible, knowledgeable and sincere	15	4.33	93.3	7%	53%	40%

Comments:

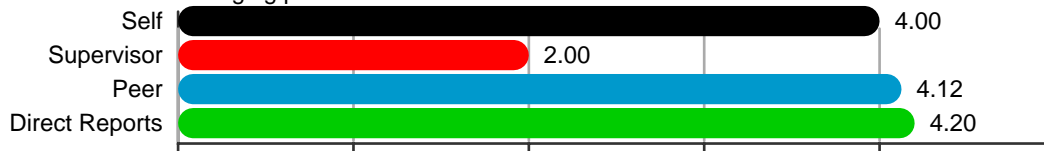
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- She is a great teammate!
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- ___ is always professional during interactions with staff.
- ___ is a great partner in Systems Implementation.
- ___ 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.

Creativity

Summary Scores



6. Develops solutions to challenging problems.



7. Adds value to the department/organization.



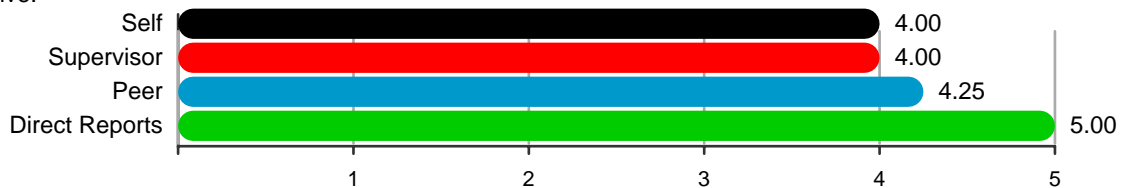
8. Inspires creativity in their team.



9. Creates a lot of new ideas.



10. Is creative.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Develops solutions to challenging problems.	15	4.00	80.0	7%	13%	53%		27%
7. Adds value to the department/organization.	15	4.07	80.0		20%	53%		27%
8. Inspires creativity in their team.	15	4.33	93.3	7%		47%		47%
9. Creates a lot of new ideas.	15	4.47	93.3	7%		40%		53%
10. Is creative.	15	4.47	93.3	7%		40%		53%

Comments:

- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- I am very surprised and impressed with ___ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- ___'s management style is excellent.
- ___ 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.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.

Self Management

Summary Scores



11. Consciously controls own negative emotions in order to keep team morale up.



12. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



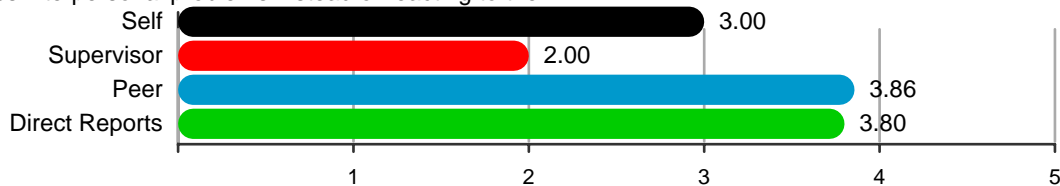
13. Steps away from a situation to process appropriate response.



14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



15. Analyzes interpersonal problems instead of reacting to them.



Level of Skill

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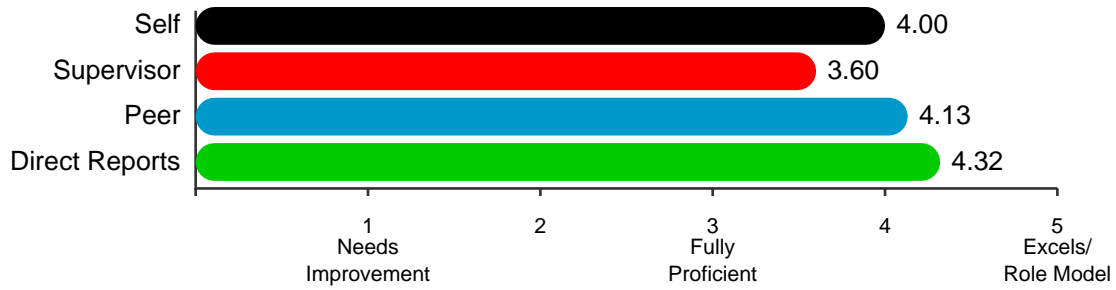
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Consciously controls own negative emotions in order to keep team morale up.	15	4.60	100.0	40%	60%	
12. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.27	100.0	73%	27%	
13. Steps away from a situation to process appropriate response.	15	4.33	100.0	67%	33%	
14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.93	73.3	27%	53%	20%
15. Analyzes interpersonal problems instead of reacting to them.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- 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.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.

Feedback

Summary Scores



16. Is easy to approach with ideas and opinions.



17. Asks others for their ideas and opinions.



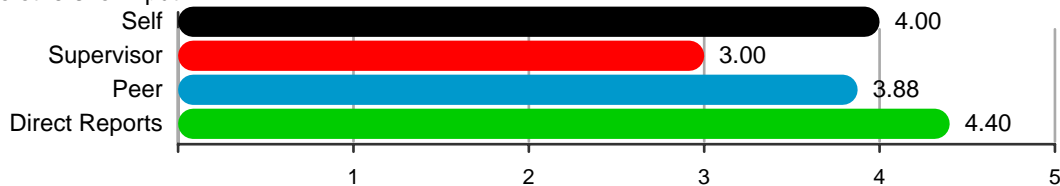
18. Is visible and approachable.



19. Seeks feedback to enhance performance.



20. Looks to others for input.



Level of Skill

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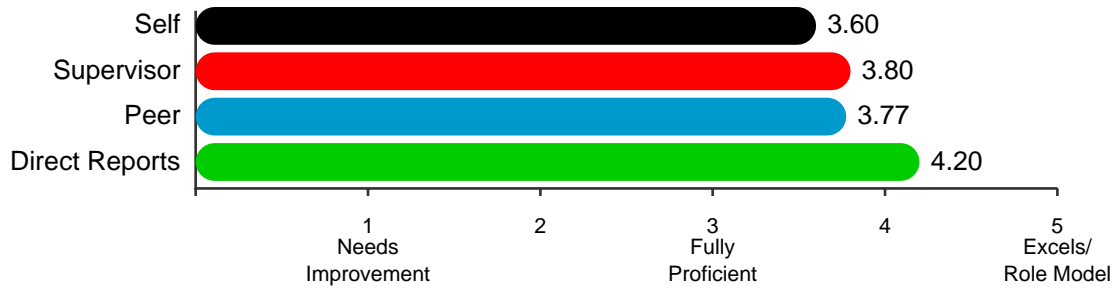
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Is easy to approach with ideas and opinions.	15	4.33	86.7	13%	40%	47%	
17. Asks others for their ideas and opinions.	15	4.27	93.3	7%	60%	33%	
18. Is visible and approachable.	14	4.00	92.9	7%	86%	7%	
19. Seeks feedback to enhance performance.	14	4.14	85.7	7%	7%	50%	36%
20. Looks to others for input.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- ___ 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.
- Takes complete ownership of role and looks for ways to assist teammates.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.

Attitude

Summary Scores



21. Shows by their actions that they trust in the positive intentions of others.



22. Visibly supports and encourages diversity in style and background.



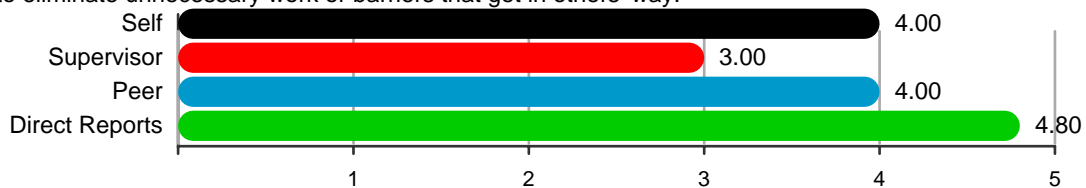
23. Contributes to a positive work environment.



24. Is gracious and professional in their interactions with others.



25. Works to eliminate unnecessary work or barriers that get in others' way.



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).

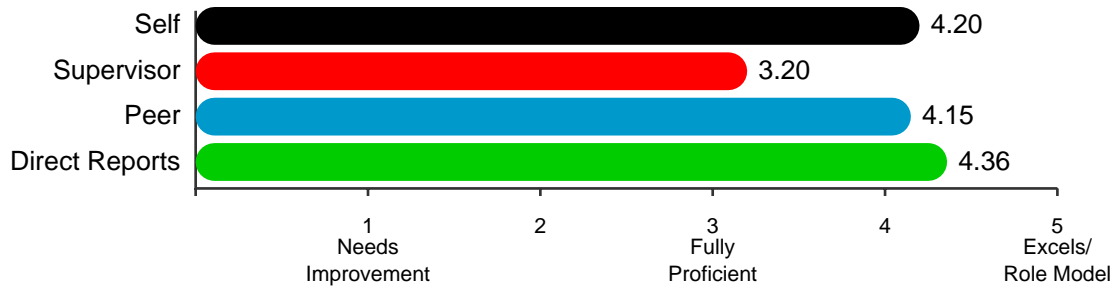
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Shows by their actions that they trust in the positive intentions of others.	15	4.00	66.7	13%	20%	20%		47%
22. Visibly supports and encourages diversity in style and background.	15	3.47	53.3	13%	33%		47%	7%
23. Contributes to a positive work environment.	15	3.60	66.7	13%	20%		60%	7%
24. Is gracious and professional in their interactions with others.	15	4.27	86.7	7%	7%	40%		47%
25. Works to eliminate unnecessary work or barriers that get in others' way.	15	4.20	80.0	7%	13%	33%		47%

Comments:

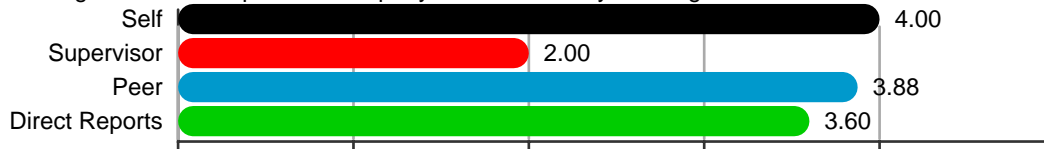
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- Dedicated to the customer and community, she is worth her weight in gold.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- she has patience.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.

Commitment To Result

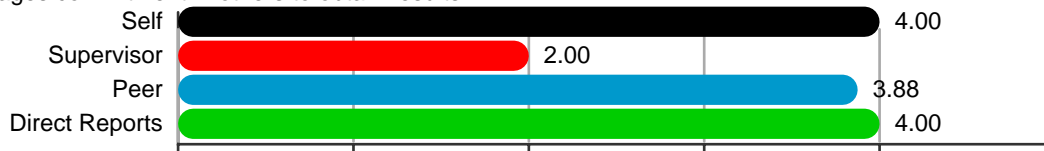
Summary Scores



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



27. Encourages commitment in others to obtain results.



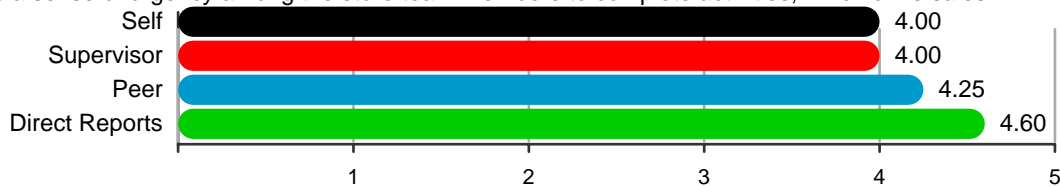
28. Willing to do whatever it takes-not afraid to have to put in extra effort.



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



30. Creates a sense of urgency among the store team members to complete activities, which drive sales.



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).

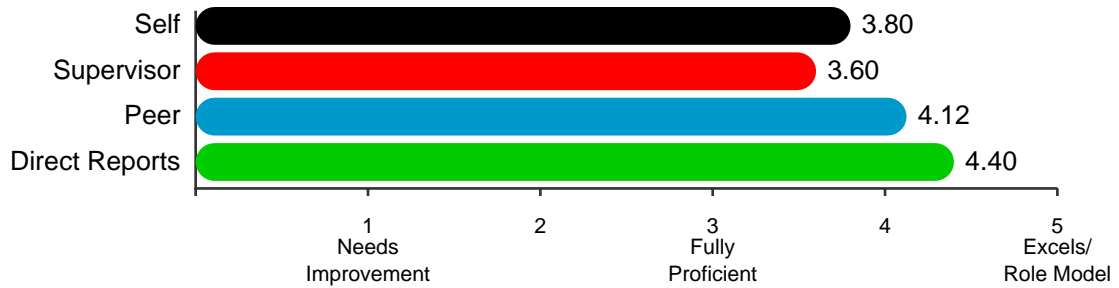
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.67	66.7	20%	13%	47%		20%
27. Encourages commitment in others to obtain results.	15	3.80	73.3	20%	7%	47%		27%
28. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.33	86.7	13%		40%		47%
29. Able to focus on a task even when working alone.	15	4.67	100.0			33%		67%
30. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.33	100.0			67%		33%

Comments:

- Lean on team to help reduce burden and establish clear expectations.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- 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 the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.

Recognition

Summary Scores



31. Recognizes the abilities and skills of self and others



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



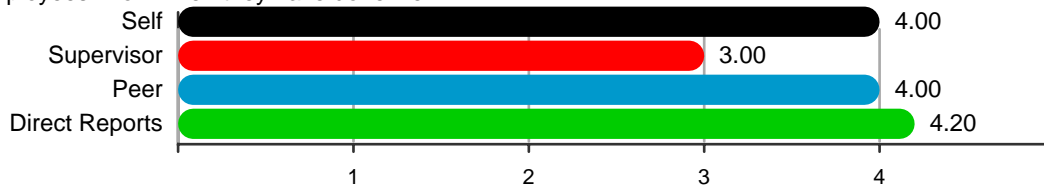
33. Recognizes team members who offer a significant contribution to a project.



34. Compliments other people when they do good work



35. Lets employees know when they have done well



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. Recognizes the abilities and skills of self and others	15	4.07	80.0	20%	53%	27%
32. Readily shares credit and gives others opportunity for visibility.	15	4.47	100.0		53%	47%
33. Recognizes team members who offer a significant contribution to a project.	15	4.13	80.0	20%	47%	33%
34. Compliments other people when they do good work	15	4.13	86.7	13%	60%	27%
35. Lets employees know when they have done well	15	4.00	80.0	20%	60%	20%

Comments:

- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- Provide more frequent development feedback.
- She has great sense of vision and purpose for the division and organization as a whole.
- She is the only manager in the department to help us when we are short.
- Need to take in all opinions, not just those of employees who are not always truthful...
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.

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?

- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- ___ is able to multitask in a variety of ways.
- I feel ___ always has the customer's best interest at heart.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- Willingness to pitch in, desire to grow, and a great attitude.
- ___ does a great job investigating an issue thinking it through before she takes action.

What do you like best about working with this individual?

- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She inspires others by the manner in which she does her work and engages others.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.

What do you like least about working with this individual?

- ___ listens to employees ideas and concerns and address the issues right away.
- I cannot say if she challenges others.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- 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.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.

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

- ___ is a great role model and leader. Others could learn from her style.
- One of the best supervisors that I have had.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- ___ is a wonderful person to work for.

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

- She has positive energy, leads by example, and cares about teammates.
- I value ___'s advice and support as we realigned my department a few times this year.
- She does not settle- but will continue a search until the right fit is found.
- She has deep technical expertise in a number of areas of human resource management.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss

Any final comments?

- Provides coaching for developing team leaders to help them meet their goals.
- ___ is a great listener and leader for the department.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.