



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.

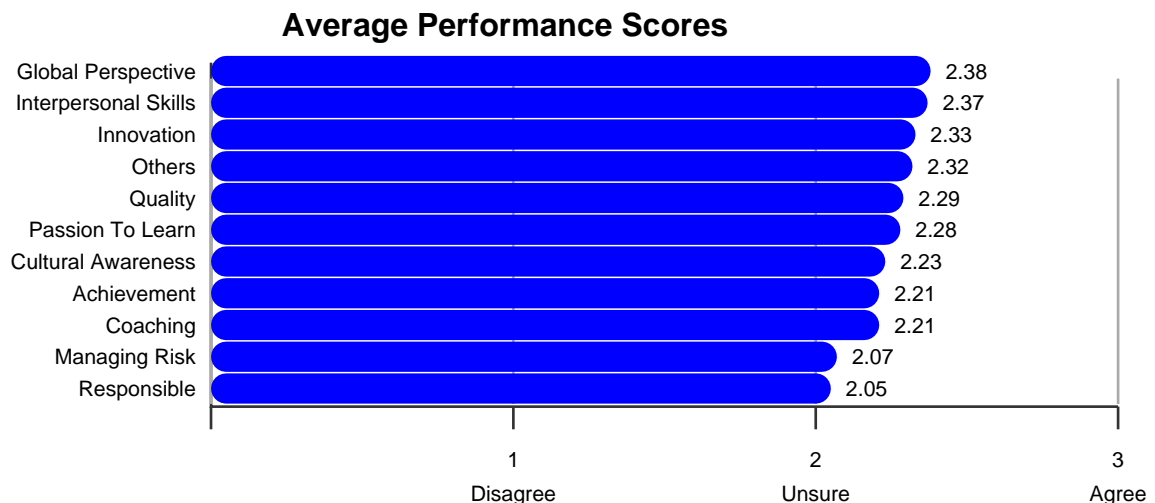
What to Do with Your Feedback

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

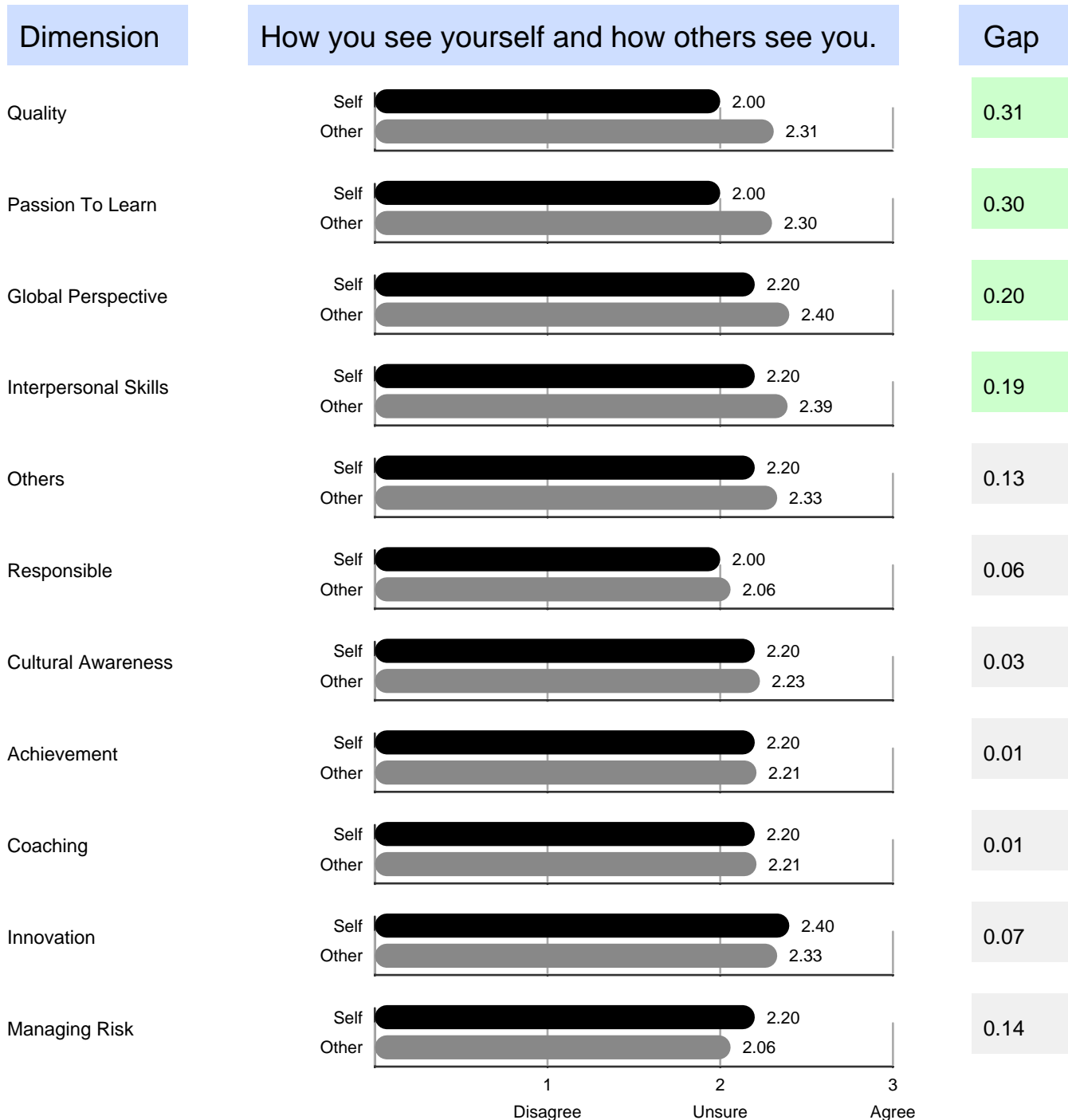
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



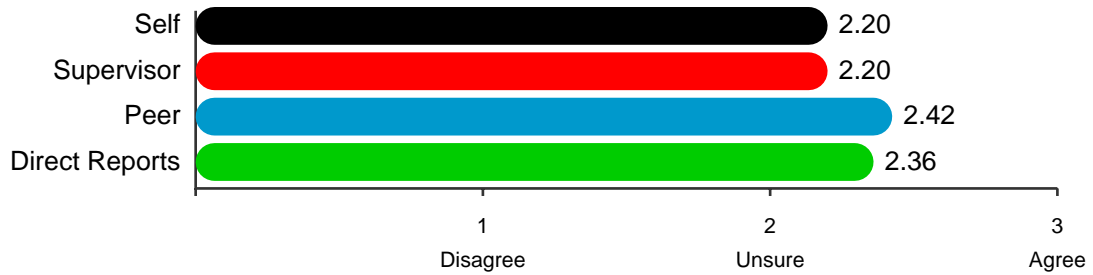
Gap Analysis

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

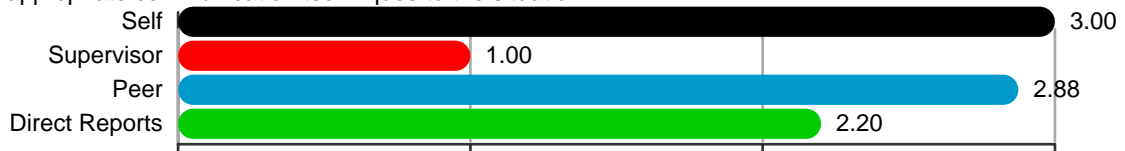
Summary Scores



1. Strives for win/win solutions



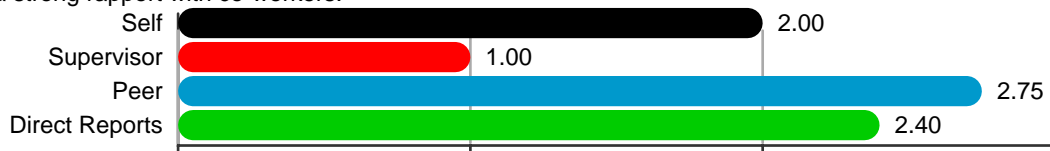
2. Applies appropriate communication techniques to the situation.



3. Creates an atmosphere that supports the open expression of ideas



4. Builds a strong rapport with co-workers.



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



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).

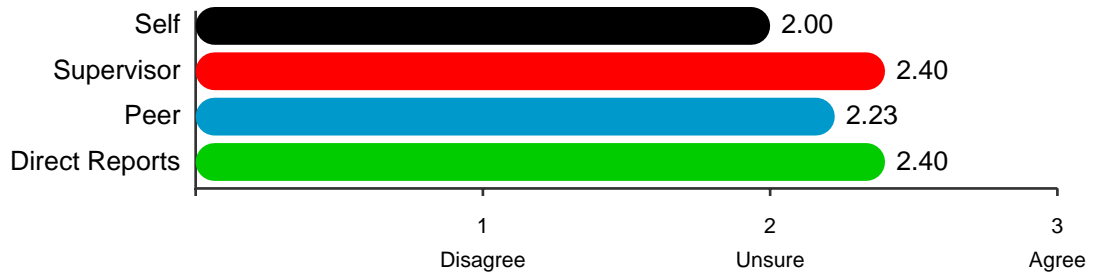
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Strives for win/win solutions	15	2.27	33.3	7%	60%	33%
2. Applies appropriate communication techniques to the situation.	15	2.53	73.3	20%	7%	73%
3. Creates an atmosphere that supports the open expression of ideas	15	2.33	40.0	7%	53%	40%
4. Builds a strong rapport with co-workers.	15	2.47	53.3	7%	40%	53%
5. Adapts management style to meet the needs of the individual or situation.	15	2.27	40.0	13%	47%	40%

Comments:

- She is very knowledgeable and is always willing to lend a helping hand!
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- She is quick and willing to aid.
- ___ has nothing but [CompanyName]'s best interest at heart.
- She stays in her office, and is largely oblivious to the daily activities of customer service.

Passion To Learn

Summary Scores



6. Is committed to enhancing their own knowledge and skills.



7. Holds self and associates accountable for goal achievement.



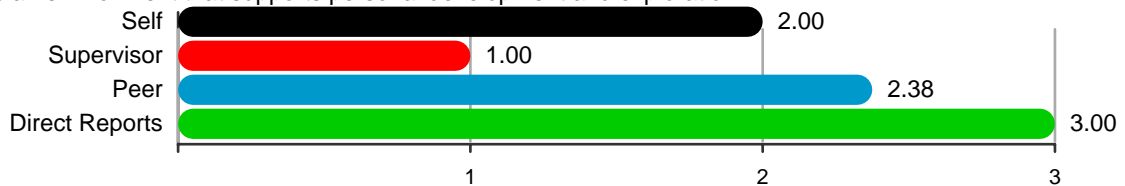
8. Stays up-to-date on emerging technologies.



9. Constantly enhances product knowledge through experimentation and play.



10. Creates an environment that supports personal development and exploration.



Level of Skill

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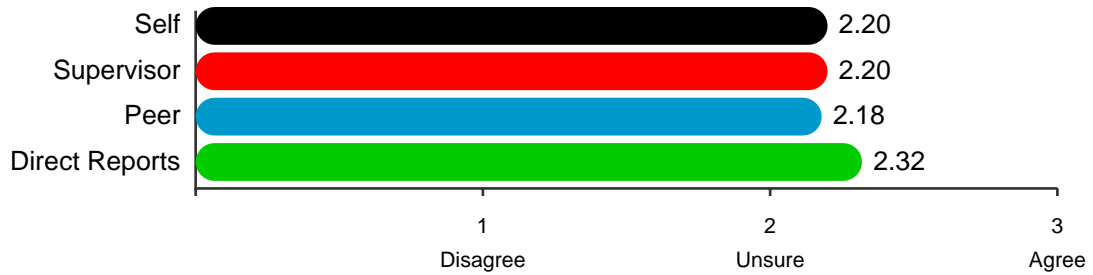
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Is committed to enhancing their own knowledge and skills.	15	2.13	33.3	20%	47%	33%
7. Holds self and associates accountable for goal achievement.	15	2.07	26.7	20%	53%	27%
8. Stays up-to-date on emerging technologies.	15	2.33	40.0	7%	53%	40%
9. Constantly enhances product knowledge through experimentation and play.	15	2.40	53.3	13%	33%	53%
10. Creates an environment that supports personal development and exploration.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- Allocates resources in advance to ensure the required work can be completed.
- Provide regular updates on the progress of work/tasks/projects.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- There are two items above that will be part of my goals for the coming year.

Cultural Awareness

Summary Scores



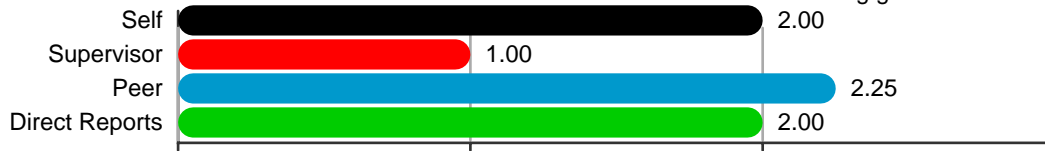
11. Fosters a diverse workforce free from discrimination and harassment.



12. Respects others regardless of age, race, gender, nationality, or disability.



13. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



14. Recognizes and values individual and cultural differences.



15. Seeks out different viewpoints and benefits from different perspectives.



Level of Skill

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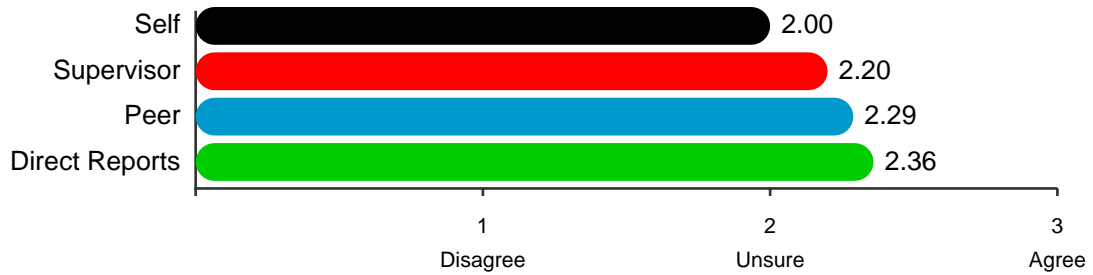
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Fosters a diverse workforce free from discrimination and harassment.	15	2.33	40.0	7%	53%	40%
12. Respects others regardless of age, race, gender, nationality, or disability.	15	2.07	20.0	13%	67%	20%
13. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	2.07	26.7	20%	53%	27%
14. Recognizes and values individual and cultural differences.	15	2.27	40.0	13%	47%	40%
15. Seeks out different viewpoints and benefits from different perspectives.	14	2.43	50.0	7%	43%	50%

Comments:

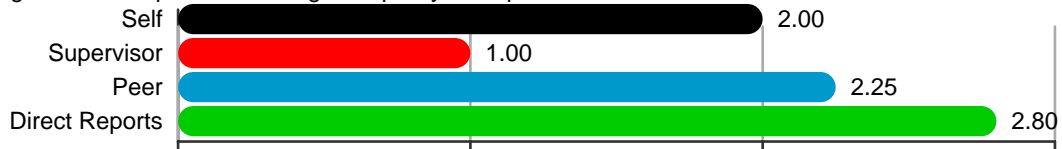
- She strives to be an effective and available leader.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- I enjoy working with ___ and look forward to future opportunities for collaboration.

Quality

Summary Scores



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



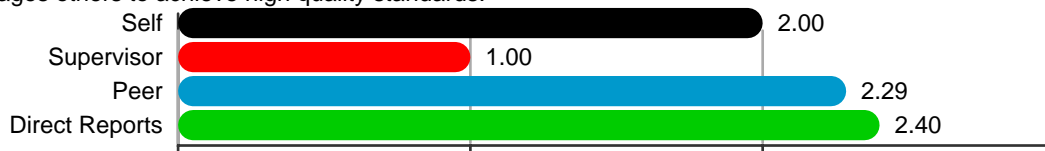
17. Always strives to produce the highest quality work products.



18. Corrects issues in a timely manner.



19. Encourages others to achieve high quality standards.



20. Holds employees accountable for their quality of work.



Level of Skill

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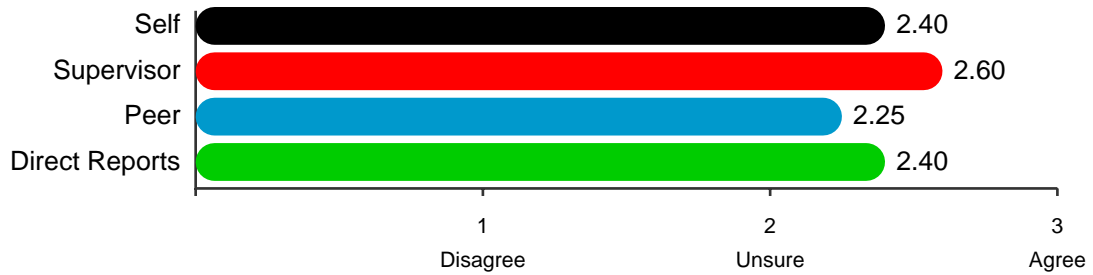
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Encourages others to produce the highest quality work products.	15	2.33	46.7	13%	40%	47%
17. Always strives to produce the highest quality work products.	15	2.33	40.0	7%	53%	40%
18. Corrects issues in a timely manner.	14	2.00	14.3	14%	71%	14%
19. Encourages others to achieve high quality standards.	14	2.21	42.9	21%	36%	43%
20. Holds employees accountable for their quality of work.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is a "One of a kind" She is a great manager.
- 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.
- ___ 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.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- She is such a positive person and always willing to pitch in where help is needed.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!

Innovation

Summary Scores



21. Challenges current procedures to develop other alternatives.



22. Creates a safe environment for idea-sharing.



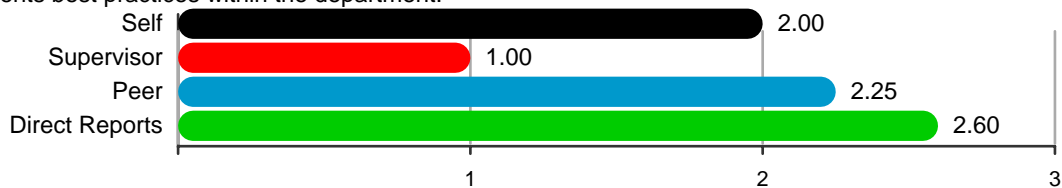
23. Builds upon the ideas and solutions of others.



24. Takes risks to advance important ideas.



25. Implements best practices within the department.



Level of Skill

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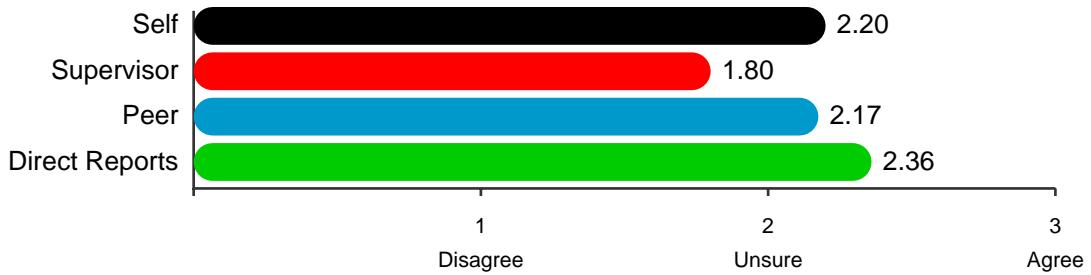
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Challenges current procedures to develop other alternatives.	15	2.60	66.7	7%	27%	67%
22. Creates a safe environment for idea-sharing.	15	2.33	40.0	7%	53%	40%
23. Builds upon the ideas and solutions of others.	15	2.07	20.0	13%	67%	20%
24. Takes risks to advance important ideas.	15	2.40	53.3	13%	33%	53%
25. Implements best practices within the department.	15	2.27	53.3	27%	20%	53%

Comments:

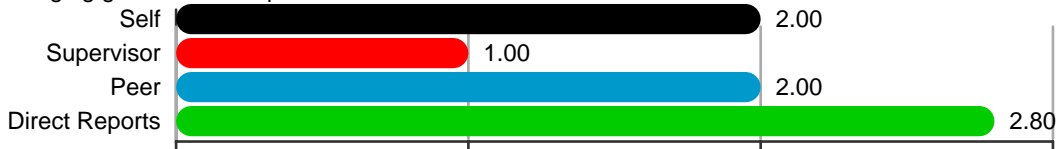
- ___ has done tremendous work this past year in the Finance team.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- Communicate regularly with the whole company, not just one department.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- She communicates clearly, and is always willing to listen attentively.
- She has taken her team to the next level.

Achievement

Summary Scores



26. Sets challenging goals for the department.



27. Takes reasonable risks to achieve desired results.



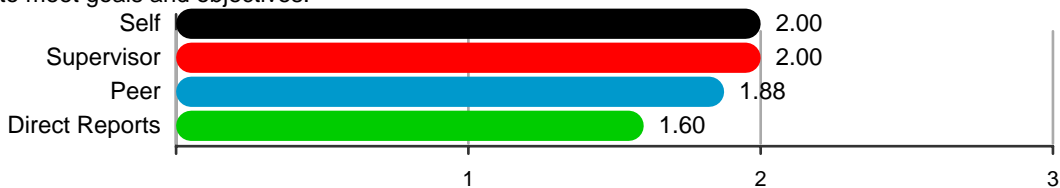
28. Accepts setbacks and challenges as improvement opportunities



29. Works at a quick pace to complete a high volume of work.



30. Strives to meet goals and objectives.



Level of Skill

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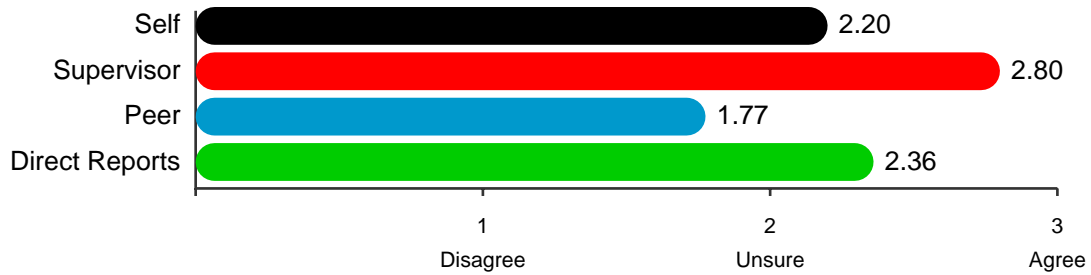
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Sets challenging goals for the department.	15	2.20	33.3	13%	53%	33%
27. Takes reasonable risks to achieve desired results.	15	2.00	26.7	27%	47%	27%
28. Accepts setbacks and challenges as improvement opportunities	15	2.47	53.3	7%	40%	53%
29. Works at a quick pace to complete a high volume of work.	15	2.60	60.0		40%	60%
30. Strives to meet goals and objectives.	15	1.80	13.3	33%	53%	13%

Comments:

- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- Take charge without being pushed to do so.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.

Managing Risk

Summary Scores



31. Develops appropriate strategies to minimize risks.



32. Has the knowledge and skills to accurately identify risks in the workplace.



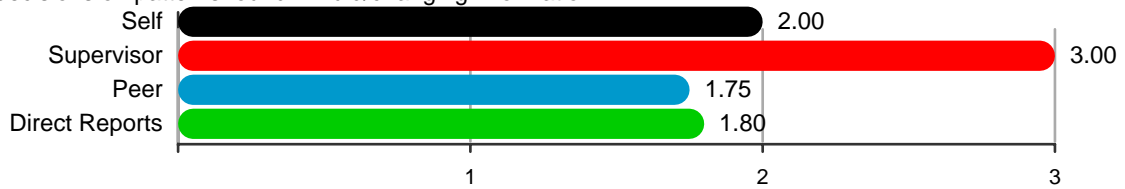
33. Creates a risk profile for projects and teams.



34. Seeks to increase safety in the workplace.



35. Bases decisions on patterns found in fluid/changing information.



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).

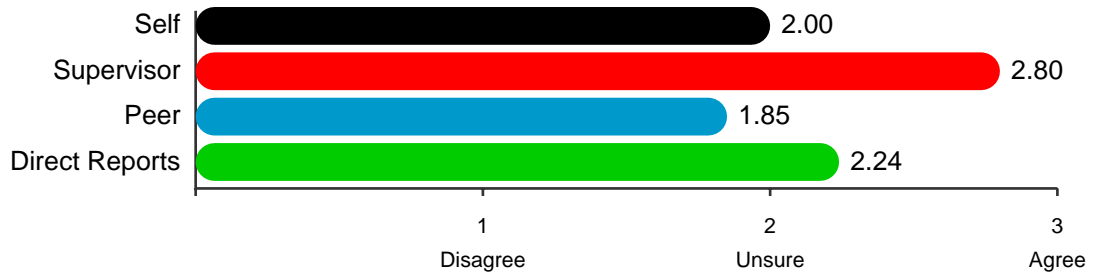
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Develops appropriate strategies to minimize risks.	15	2.13	33.3	20%	47%	33%
32. Has the knowledge and skills to accurately identify risks in the workplace.	15	2.13	33.3	20%	47%	33%
33. Creates a risk profile for projects and teams.	15	2.07	33.3	27%	40%	33%
34. Seeks to increase safety in the workplace.	15	2.13	26.7	13%	60%	27%
35. Bases decisions on patterns found in fluid/changing information.	15	1.87	20.0	33%	47%	20%

Comments:

- She sets her expectations high, and delivers a high level of performance herself.
- ___ 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.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- She correctly sets limits, and expectations of her managers.
- ___ is a great role model and leader. Others could learn from her style.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.

Responsible

Summary Scores



36. Sets a good example



37. Sets high personal standards of performance.



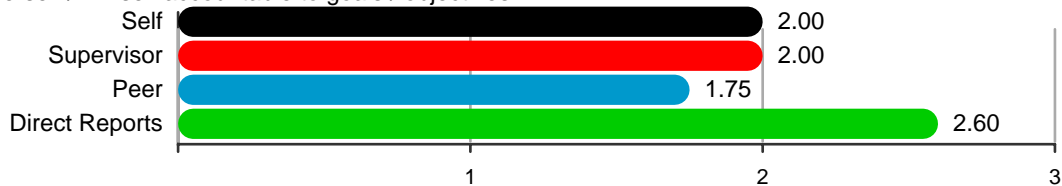
38. ...takes personal responsibility for results.



39. Is a person you can trust.



40. Holds herself / himself accountable to goals / objectives



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).

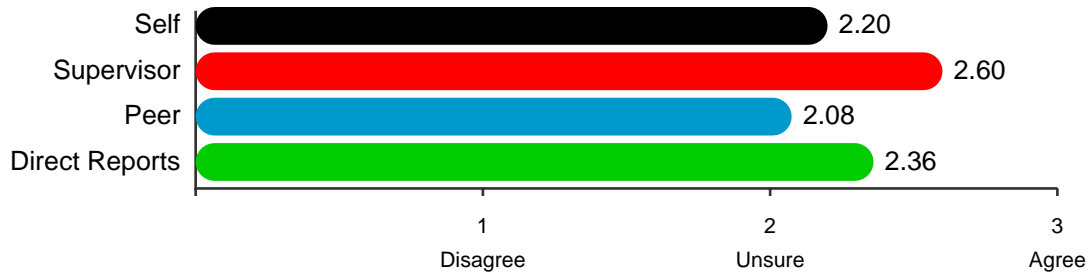
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Sets a good example	15	1.87	20.0	33%	47%	20%
37. Sets high personal standards of performance.	15	1.93	13.3	20%	67%	13%
38. ...takes personal responsibility for results.	15	2.07	33.3	27%	40%	33%
39. Is a person you can trust.	15	2.33	33.3		67%	33%
40. Holds herself / himself accountable to goals / objectives	15	2.07	33.3	27%	40%	33%

Comments:

- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

Coaching

Summary Scores



41. Coaches employees in how to strengthen knowledge and skills to improve work performance.



42. Helps employees to understand responsibilities, authority, and expectations.



43. Meets regularly with employees to coach them on areas that will enhance their performance



44. Helps employees to maintain high personal standards.



45. Addresses employee behavior problems effectively.



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).

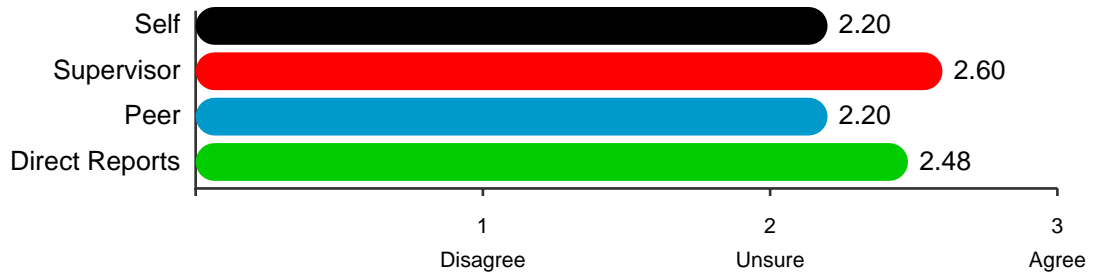
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.00	26.7	27%	47%	27%
42. Helps employees to understand responsibilities, authority, and expectations.	15	2.13	33.3	20%	47%	33%
43. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.20	40.0	20%	40%	40%
44. Helps employees to maintain high personal standards.	15	2.20	26.7	7%	67%	27%
45. Addresses employee behavior problems effectively.	15	2.53	60.0	7%	33%	60%

Comments:

- Provide more frequent development feedback.
- She is a great manager and person to work for/with.
- She provided coaching and support to improve this individual's performance.
- Always available to give us what we need to succeed.
- ___ sets high standards for those she works with and expects the same of herself.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.

Others

Summary Scores



46. Able to see issues from others' perspectives.



47. Helpful



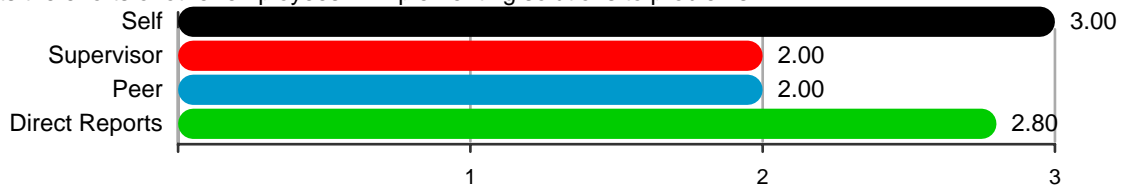
48. ...treats others with respect and dignity.



49. Treats others with respect and dignity.



50. Supports the efforts of other employees in implementing solutions to 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 (Disagree) to green (Agree).

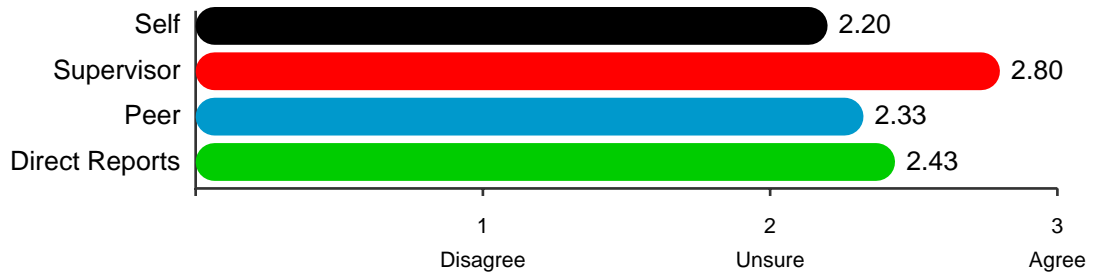
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Able to see issues from others' perspectives.	15	2.27	26.7		73%	27%
47. Helpful	15	2.13	26.7	13%	60%	27%
48. ...treats others with respect and dignity.	15	2.40	40.0		60%	40%
49. Treats others with respect and dignity.	15	2.47	46.7		53%	47%
50. Supports the efforts of other employees in implementing solutions to problems.	15	2.33	46.7	13%	40%	47%

Comments:

- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- Show others it is possible to understand both sides without having to agree all the time.
- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- There is room for improvement in all these elements.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.

Global Perspective

Summary Scores



51. Analyzes global issues/problems that are having a large impact on the Company.



52. Considers customers point of view when making decisions.



53. Applies knowledge of overseas markets.



54. Engages in problem solving with individuals outside of the country.



55. Demonstrates working knowledge of global transactions.



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
51. Analyzes global issues/problems that are having a large impact on the Company.	14	2.21	28.6	7%	64%	29%
52. Considers customers point of view when making decisions.	14	2.29	42.9	14%	43%	43%
53. Applies knowledge of overseas markets.	15	2.53	53.3		47%	53%
54. Engages in problem solving with individuals outside of the country.	15	2.47	46.7		53%	47%
55. Demonstrates working knowledge of global transactions.	15	2.40	40.0		60%	40%

Comments:

- ___ is very responsive and provides great support service.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).

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?

- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- Don't work with her enough to observe the vast majority of these items.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- Our department continues to have a very low loss rate.

What do you like best about working with this individual?

- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- ___ teams with others to improve communication and process.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.

What do you like least about working with this individual?

- Does well in most technical skills and is willing to learn anything that is new
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- Improvement should come over time. There is potential which is present.

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

- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- ___ is the consummate professional and pleasure to work with.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- Sometimes the desired outcomes and expectations are not clearly communicated.

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

- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- 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.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- Her communication is precise and at times short when some would prefer a greater detailed account.

Any final comments?

- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- ___ has used her strengths to make this department stronger in many ways.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- ___ 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.