



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.

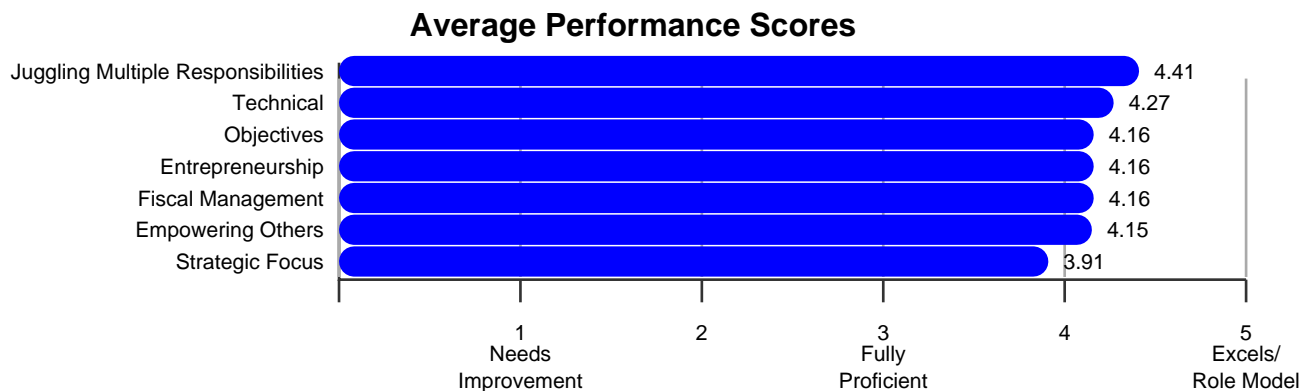
What to Do with Your Feedback

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.



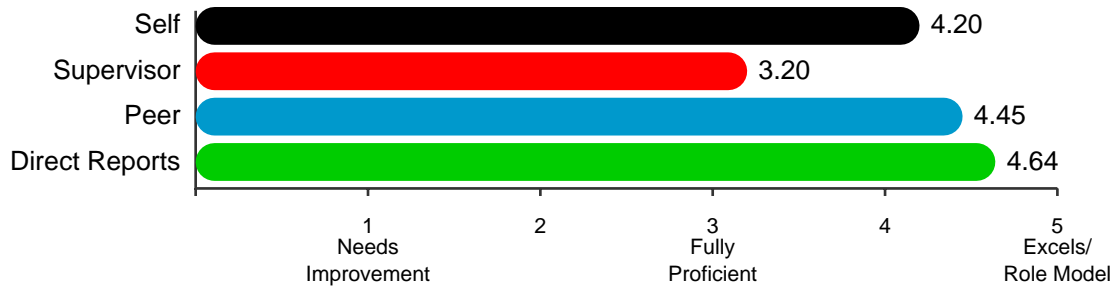
Gap Analysis

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.



Juggling Multiple Responsibilities

Summary Scores



1. Organizes tasks for the most efficient order of completion.



2. Prioritizes tasks for efficiency.



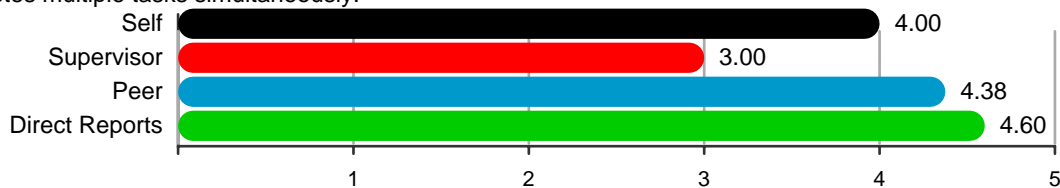
3. Is aware of the deadlines for specific tasks/assignments.



4. Plans and organizes continuously while performing all other responsibilities and activities.



5. Completes multiple tasks simultaneously.



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. Organizes tasks for the most efficient order of completion.	15	4.20	93.3	7%	67%	27%
2. Prioritizes tasks for efficiency.	15	4.87	100.0	13%	87%	
3. Is aware of the deadlines for specific tasks/assignments.	15	4.27	93.3	7%	60%	33%
4. Plans and organizes continuously while performing all other responsibilities and activities.	15	4.40	86.7	13%	33%	53%
5. Completes multiple tasks simultaneously.	15	4.33	93.3	7%	53%	40%

Comments:

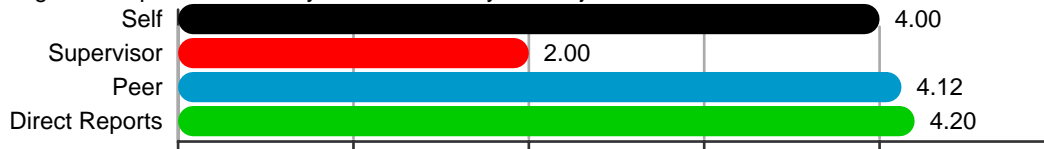
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- I feel _____ always has the customer's best interest at heart.
- _____ is great about approaching and including staff input with decision making within the department.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.

Technical

Summary Scores



6. Is knowledgeable of procedures or systems necessary for the job.



7. Willingly shares his/her technical expertise; sought out as resource by others



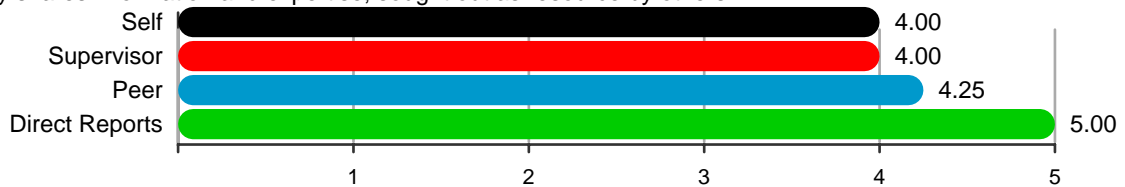
8. Knows how to produce high quality products/work.



9. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



10. Willingly shares information and expertise; sought out as resource by 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Is knowledgeable of procedures or systems necessary for the job.	15	4.00	80.0	7%	13%	53%	27%
7. Willingly shares his/her technical expertise; sought out as resource by others	15	4.07	80.0		20%	53%	27%
8. Knows how to produce high quality products/work.	15	4.33	93.3	7%		47%	47%
9. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.47	93.3	7%		40%	53%
10. Willingly shares information and expertise; sought out as resource by others	15	4.47	93.3	7%		40%	53%

Comments:

- _____ is a very effective leader and excellent communicator.
- Delegates often with little to no direction.
- _____ 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.
- I will always welcome _____'s direct, honest, caring feedback.
- He quickly addresses any challenges that may arise.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.

Objectives

Summary Scores



11. Ability to establish realistic goals.



12. Communicates goals and objectives to employees.



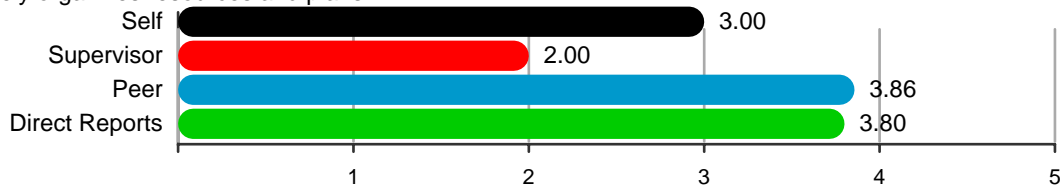
13. Organizes and schedules events, activities, and resources.



14. Consistently provides me with timely feedback for improving my performance.



15. Effectively organizes resources and plans



Level of Skill

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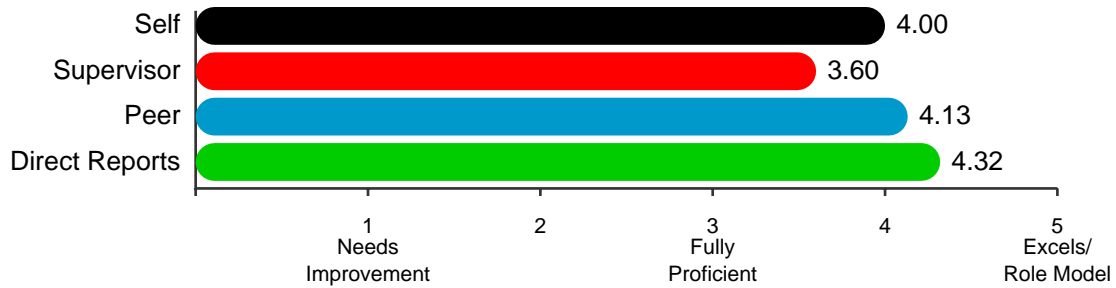
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Ability to establish realistic goals.	15	4.60	100.0	40%	60%	
12. Communicates goals and objectives to employees.	15	4.27	100.0	73%	27%	
13. Organizes and schedules events, activities, and resources.	15	4.33	100.0	67%	33%	
14. Consistently provides me with timely feedback for improving my performance.	15	3.93	73.3	27%	53%	20%
15. Effectively organizes resources and plans	14	3.64	57.1	14%	29%	36% 21%

Comments:

- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- Increase in confidence. Being willing to lean into the uncomfortable.
- _____ encourages our staff to strive to be the best that we can be.
- _____ sets high standards for those he works with and expects the same of herself.
- He has really filled the role of interim manager for the department well.
- He encourages teammates more as a peer than a coach.

Empowering Others

Summary Scores



16. Allows individuals to be responsible for their decisions.



17. Avoids micromanaging their employees.



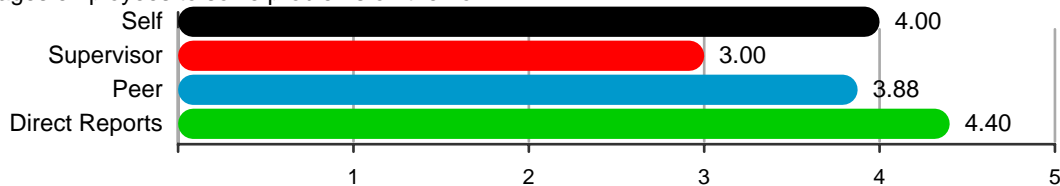
18. Willing to share in the decision making process.



19. Lets employees make their own decisions.



20. Encourages employees to solve problems on their own.



Level of Skill

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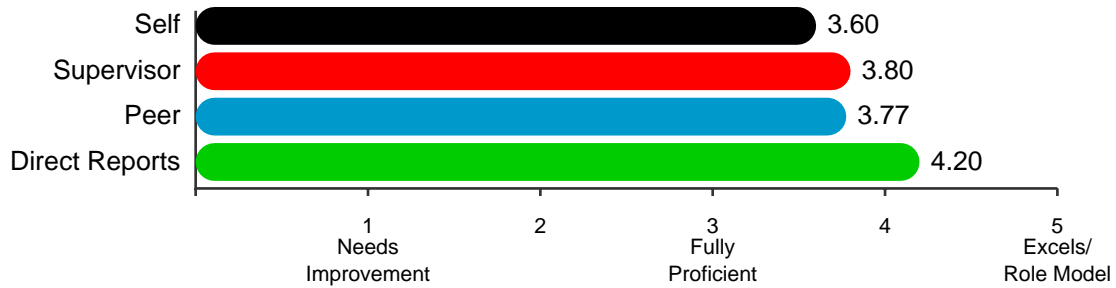
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Allows individuals to be responsible for their decisions.	15	4.33	86.7	13%		40%		47%
17. Avoids micromanaging their employees.	15	4.27	93.3	7%		60%		33%
18. Willing to share in the decision making process.	14	4.00	92.9	7%		86%		7%
19. Lets employees make their own decisions.	14	4.14	85.7	7%	7%	50%		36%
20. Encourages employees to solve problems on their own.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- Always approachable no matter how busy he is.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- He communicates clearly and responds to request without unnecessary delay.
- Sometimes his decisions aren't thought through from a financial perspective.
- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.

Strategic Focus

Summary Scores



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



22. Looks for opportunities to enhance contributions to the bottom line.



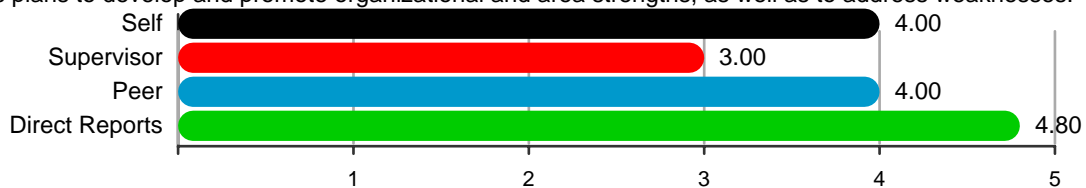
23. Understands & contributes to development of strategic goals.



24. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



25. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



Level of Skill

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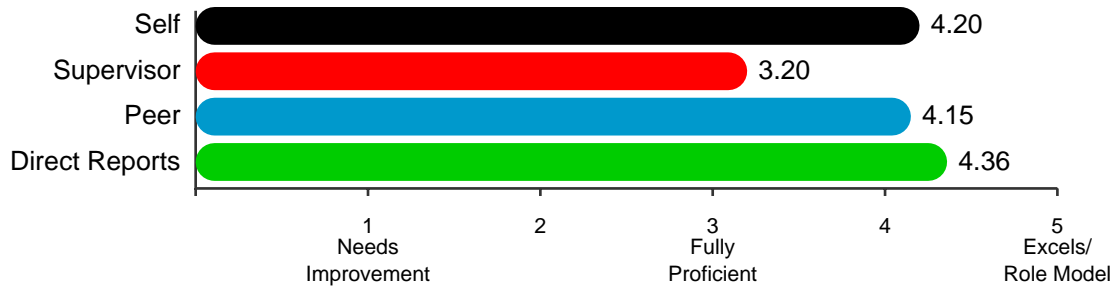
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Able to decline a poor strategy by proposing alternate strategies.	15	4.00	66.7	13%	20%	20%		47%
22. Looks for opportunities to enhance contributions to the bottom line.	15	3.47	53.3	13%	33%		47%	7%
23. Understands & contributes to development of strategic goals.	15	3.60	66.7	13%	20%		60%	7%
24. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	4.27	86.7	7%	7%	40%		47%
25. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	4.20	80.0	7%	13%	33%		47%

Comments:

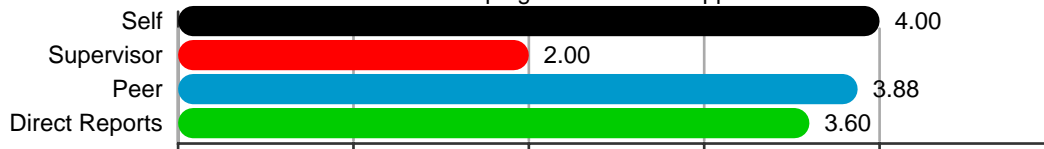
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- He is someone that has proven he can be trusted to do what is right.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.

Entrepreneurship

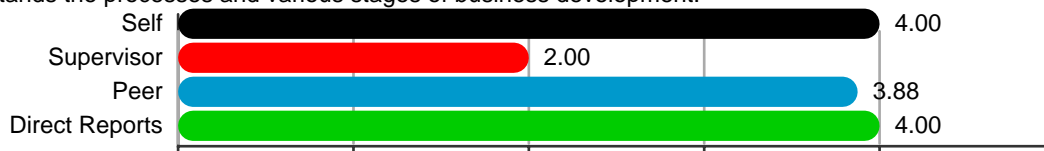
Summary Scores



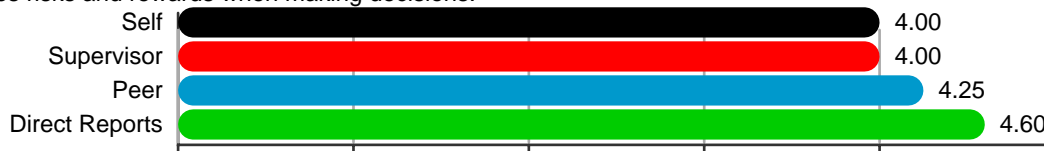
26. Devotes a certain amount of time and effort to developing new business opportunities.



27. Understands the processes and various stages of business development.



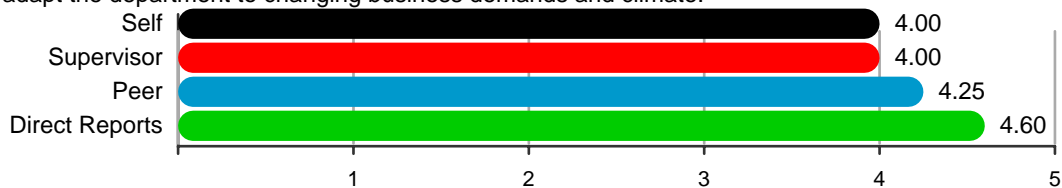
28. Balances risks and rewards when making decisions.



29. Encourages risk taking for developing potential business opportunities.



30. Able to adapt the department to changing business demands and climate.



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).

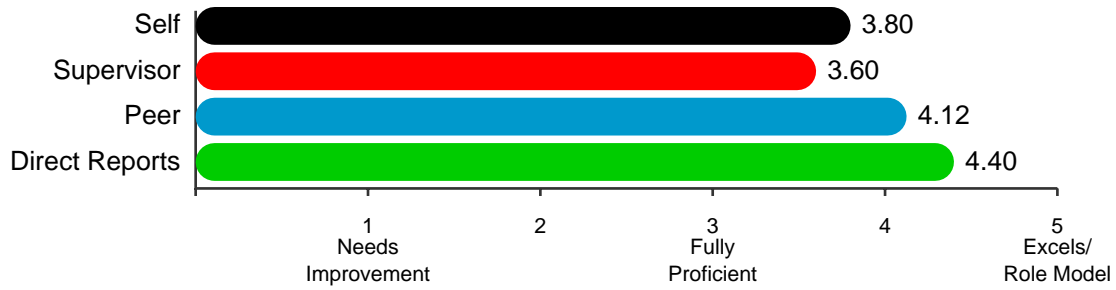
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.67	66.7	20%	13%	47%	20%
27. Understands the processes and various stages of business development.	15	3.80	73.3	20%	7%	47%	27%
28. Balances risks and rewards when making decisions.	15	4.33	86.7	13%		40%	47%
29. Encourages risk taking for developing potential business opportunities.	15	4.67	100.0			33%	67%
30. Able to adapt the department to changing business demands and climate.	15	4.33	100.0			67%	33%

Comments:

- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- _____ does not beat around the bush nor does he have hidden agendas.
- _____ continues to be a wonderful boss and mentor.
- _____ delegates very effectively.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.

Fiscal Management

Summary Scores



31. Develops of the department's annual budget.



32. Keeps excellent records for financial transparency.



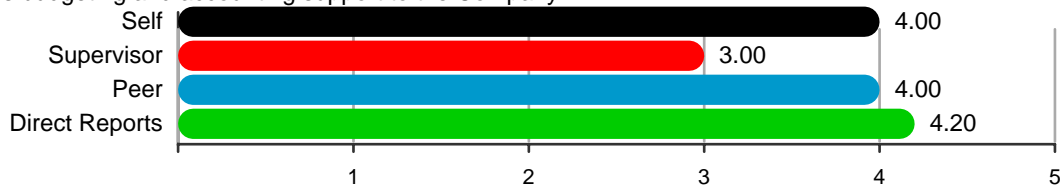
33. Ensures others follow the correct rules and regulations on fiscal matters.



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



35. Provides budgeting and accounting support to the Company.



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. Develops of the department's annual budget.	15	4.07	80.0	20%	53%	27%
32. Keeps excellent records for financial transparency.	15	4.47	100.0		53%	47%
33. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.13	80.0	20%	47%	33%
34. Develops budgets and plans for various programs and initiatives.	15	4.13	86.7	13%	60%	27%
35. Provides budgeting and accounting support to the Company.	15	4.00	80.0	20%	60%	20%

Comments:

- _____ exemplifies outstanding professionalism.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- _____ is always working to include staff in a shared decision making processes.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- He encourages teammates more as a peer than a coach.

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?

- _____ is a great team player with an employee safety and satisfaction focus.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- I love working with his and hope to continue having him as my supervisor!
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- Stay focused more on the agenda for meetings.

What do you like best about working with this individual?

- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- _____ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. _____ continues to work to improve his departments and improve the engagement of his employees.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- Management skills progressing well with experience.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.

What do you like least about working with this individual?

- Attitude is there; however, follow through is lacking at times.
- _____ is very clear about his expectations and I appreciate this.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].

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

- Does above and beyond work consistently
- _____ does not shy away from making the tough calls and is respected by many members of our team.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.

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

- He clearly assigns our responsibilities by our individual strengths.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- It has been a wonderful having _____ as our manager so far, the future looks brighter!
- _____ has been an excellent assistant manager.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.

Any final comments?

- I cannot say if he challenges others.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- I have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.