



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.

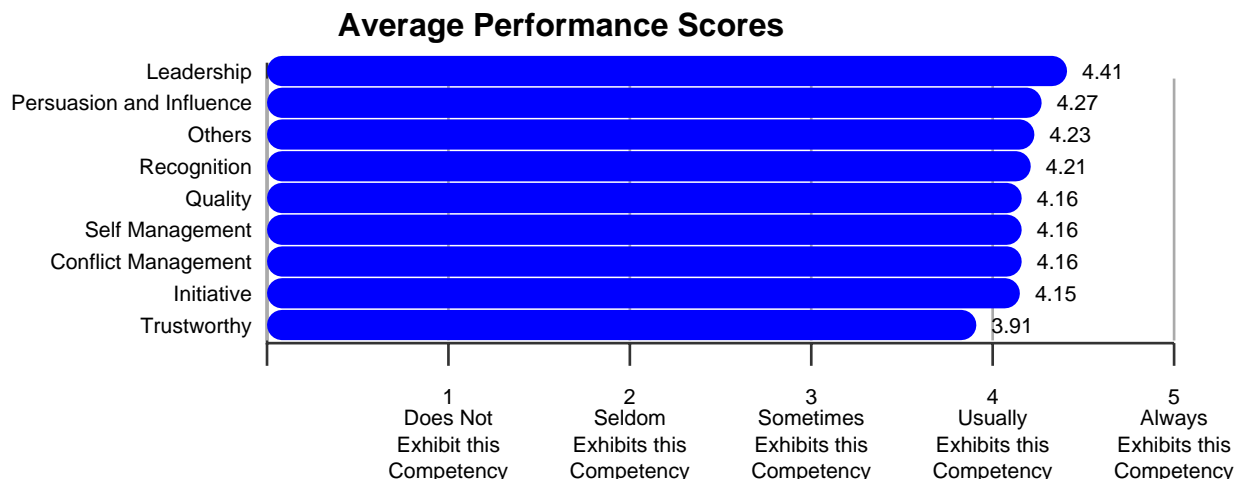
What to Do with Your Feedback

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.



Leadership

Summary Scores



1. Is a highly effective supervisor.



2. Able to influence others.



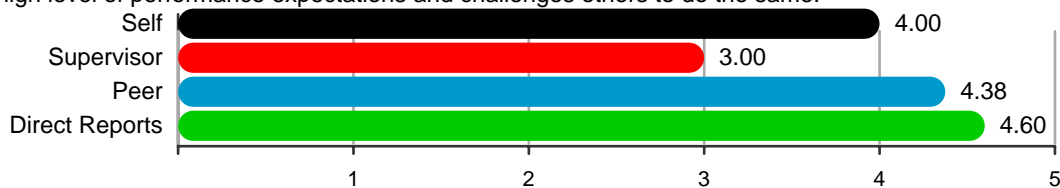
3. Is a leader within the department.



4. Motivates others to reach and exceed organizational goals and objectives.



5. Sets a high level of performance expectations and challenges others to do the same.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Is a highly effective supervisor.	15	4.20	93.3	7%		67%		27%
2. Able to influence others.	15	4.87	100.0	13%		87%		
3. Is a leader within the department.	15	4.27	93.3	7%		60%		33%
4. Motivates others to reach and exceed organizational goals and objectives.	15	4.40	86.7	13%	33%		53%	
5. Sets a high level of performance expectations and challenges others to do the same.	15	4.33	93.3	7%		53%		40%

Comments:

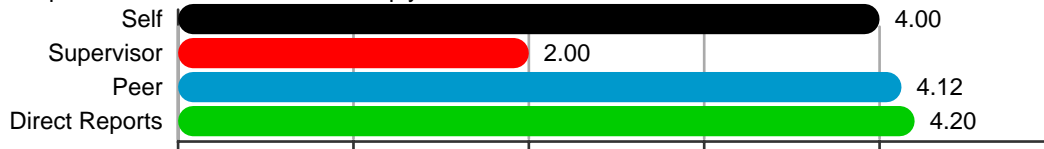
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- I appreciate her style and support.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- Allocates resources in advance to ensure the required work can be completed.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.

Persuasion and Influence

Summary Scores



6. Attempts to persuade others rather than simply control them.



7. Communicates effectively with others.



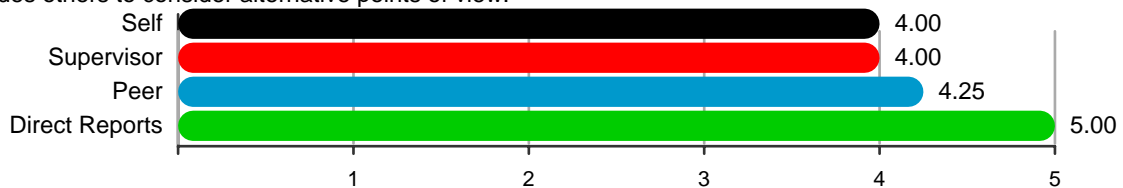
8. Ensures stakeholders are involved in the decision making process.



9. Seeks to obtain consensus or compromise.



10. Persuades others to consider alternative points of view.



Level of Skill

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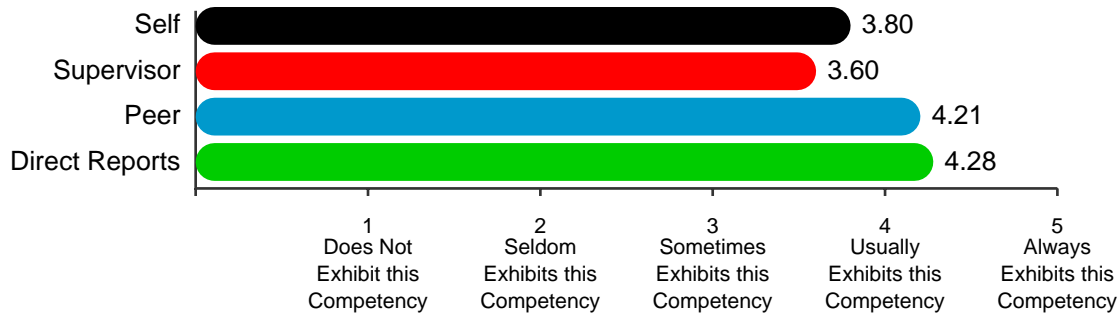
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Attempts to persuade others rather than simply control them.	15	4.00	80.0	7%	13%	53%	27%	
7. Communicates effectively with others.	15	4.07	80.0		20%	53%	27%	
8. Ensures stakeholders are involved in the decision making process.	15	4.33	93.3	7%	47%		47%	
9. Seeks to obtain consensus or compromise.	15	4.47	93.3	7%	40%		53%	
10. Persuades others to consider alternative points of view.	15	4.47	93.3	7%	40%		53%	

Comments:

- I would like to see her expand personal long-term goals at the company.
- 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.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- A great addition to the team.
- ___ has done a wonderful job in supporting her team and making herself available.

Quality

Summary Scores



11. Analyze what occurred and re-adjusts accordingly when goals are not met.



12. Corrects issues in a timely manner.



13. Encourages others to achieve high quality standards.



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



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



Level of Skill

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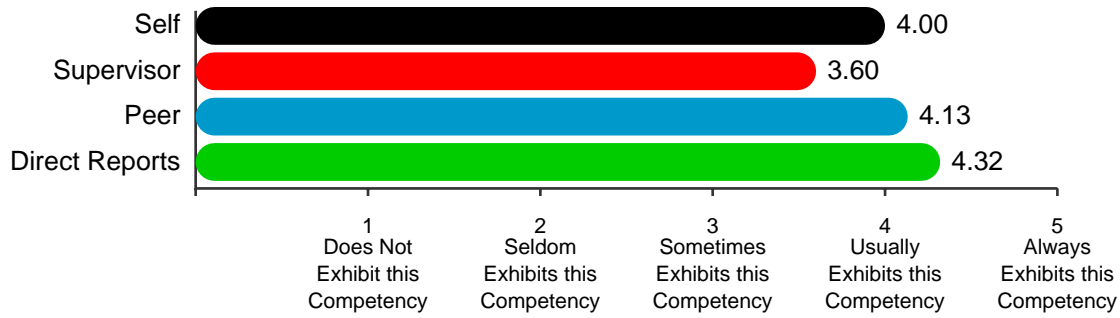
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.60	100.0			40%	60%	
12. Corrects issues in a timely manner.	15	4.27	100.0			73%		27%
13. Encourages others to achieve high quality standards.	15	4.33	100.0			67%		33%
14. Encourages others to produce the highest quality work products.	15	3.93	73.3	27%		53%		20%
15. Always strives to produce the highest quality work products.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- She is a joy to work for.
- She is respectful of the people she works with regardless of the level in the organization.
- 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. Her support during this transition was extremely helpful to me.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.

Initiative

Summary Scores



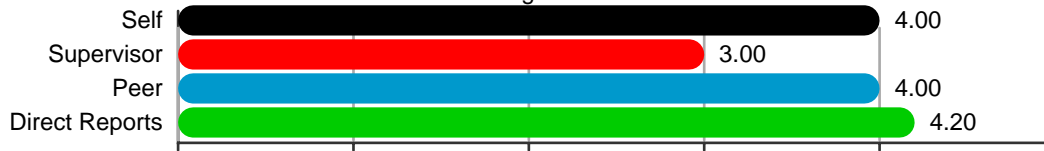
16. Immediately informs the HR Department of any personnel complaints or issues.



17. Updates the documentation as soon as the situation changes.



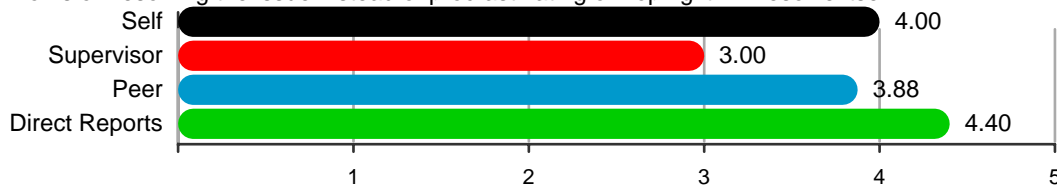
18. Is a self-starter. Does not wait to be told to do something.



19. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



20. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.



Level of Skill

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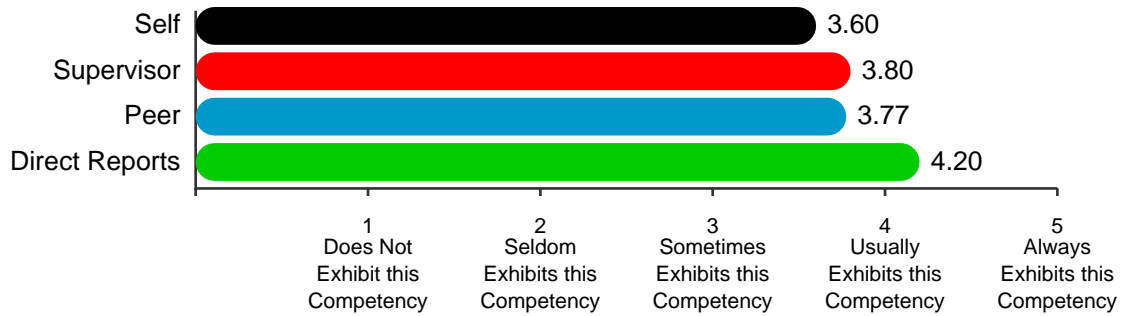
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Immediately informs the HR Department of any personnel complaints or issues.	15	4.33	86.7	13%	40%	47%		
17. Updates the documentation as soon as the situation changes.	15	4.27	93.3	7%	60%	33%		
18. Is a self-starter. Does not wait to be told to do something.	14	4.00	92.9	7%	86%	7%		
19. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	14	4.14	85.7	7%	7%	50%	36%	
20. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- Having a routine for schedule and coming to office more frequently
- Improvement should come over time. There is potential which is present.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- ___ works to keep up but a lot of new concepts.

Trustworthy

Summary Scores



21. Communicates an understanding of the other person's interests, needs and concerns.



22. Delivers on promises made.



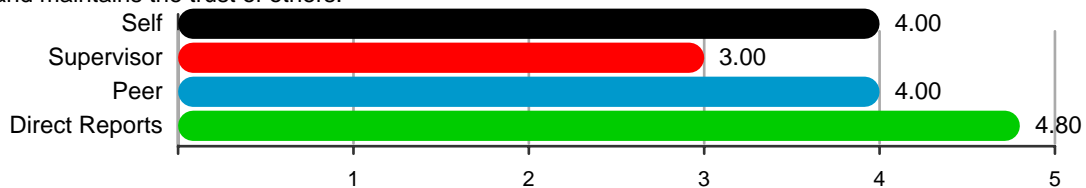
23. Is a person you can trust.



24. Works in a way that makes others want to work with her/him.



25. Builds and maintains the trust of others.



Level of Skill

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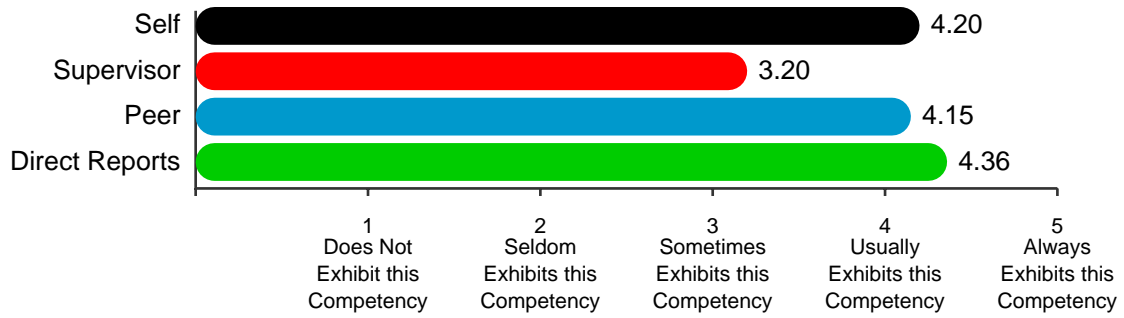
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Communicates an understanding of the other person's interests, needs and concerns.	15	4.00	66.7	13%	20%	20%	47%	
22. Delivers on promises made.	15	3.47	53.3	13%	33%		47%	7%
23. Is a person you can trust.	15	3.60	66.7	13%	20%		60%	7%
24. Works in a way that makes others want to work with her/him.	15	4.27	86.7	7%	7%	40%	47%	
25. Builds and maintains the trust of others.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

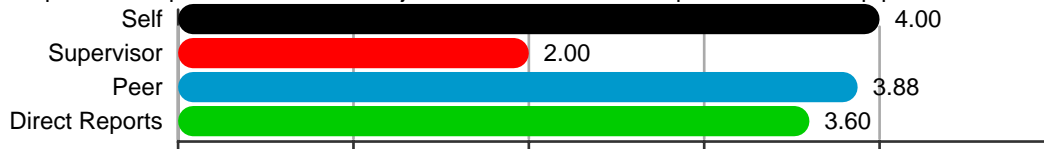
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- 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.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.

Self Management

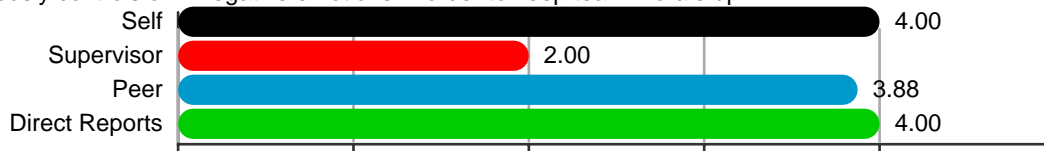
Summary Scores



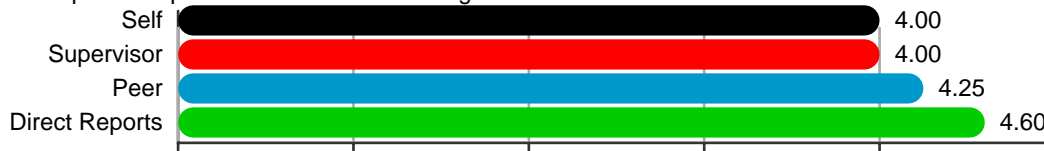
26. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



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



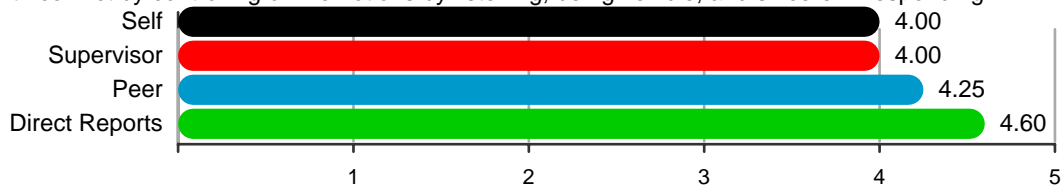
28. Analyzes interpersonal problems instead of reacting to them.



29. Does not allow own emotions to interfere with the performance of others.



30. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



Level of Skill

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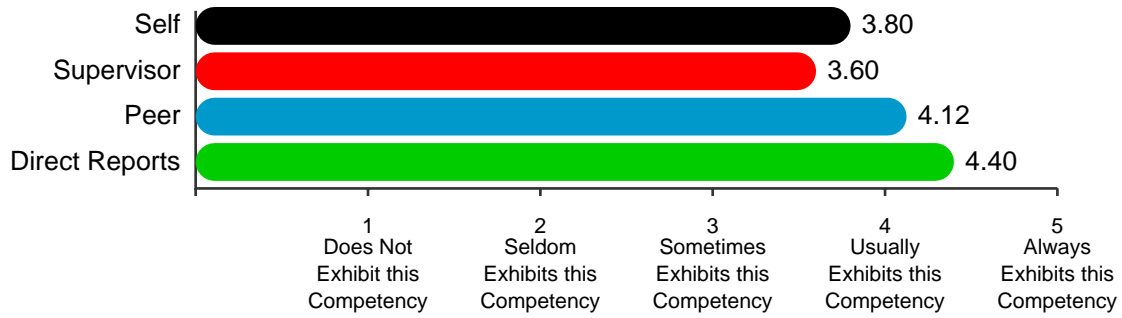
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.67	66.7	20%	13%	47%	20%	
27. Consciously controls own negative emotions in order to keep team morale up.	15	3.80	73.3	20%	7%	47%	27%	
28. Analyzes interpersonal problems instead of reacting to them.	15	4.33	86.7	13%	40%	47%		
29. Does not allow own emotions to interfere with the performance of others.	15	4.67	100.0		33%	67%		
30. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.33	100.0		67%	33%		

Comments:

- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- I garner ideas from her regularly and look to her as a mentor.
- She is a strength that supports department morale and work flow.
- ___ is an excellent manager.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.

Conflict Management

Summary Scores



31. Tries to understand others' point of view before making judgments



32. Clearly expresses expectations to others.



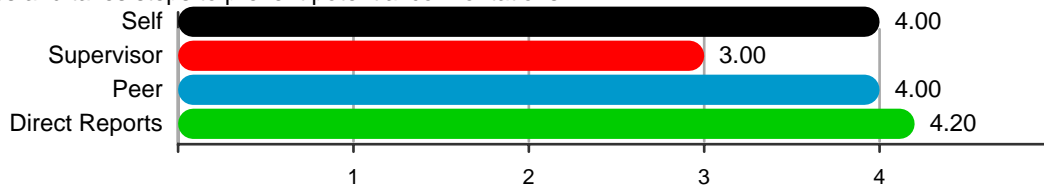
33. Helps employees to think through alternative ways to resolve conflict situations.



34. Assists team members by helping them see the other point of view.



35. Identifies and takes steps to prevent potential confrontations.



Level of Skill

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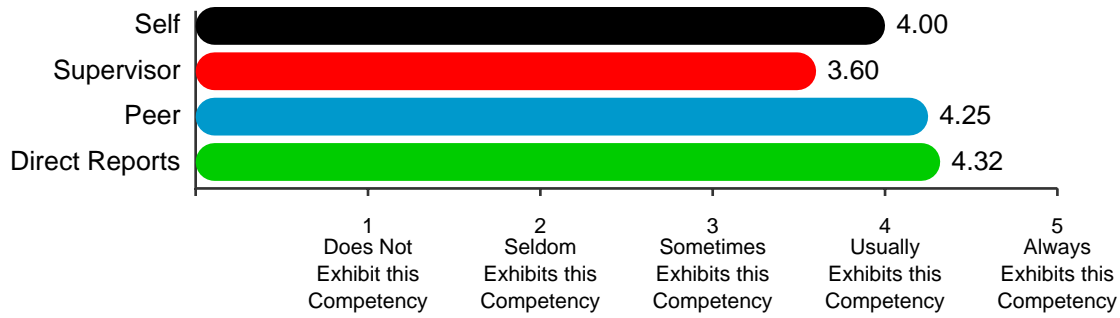
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Tries to understand others' point of view before making judgments	15	4.07	80.0	20%		53%		27%
32. Clearly expresses expectations to others.	15	4.47	100.0		53%		47%	
33. Helps employees to think through alternative ways to resolve conflict situations.	15	4.13	80.0	20%		47%		33%
34. Assists team members by helping them see the other point of view.	15	4.13	86.7	13%		60%		27%
35. Identifies and takes steps to prevent potential confrontations.	15	4.00	80.0	20%		60%		20%

Comments:

- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- Provides team members with frequent informal feedback.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.

Recognition

Summary Scores



36. Is sincerely interested in the suggestions of co-workers



37. Makes people around them feel appreciated and valued.



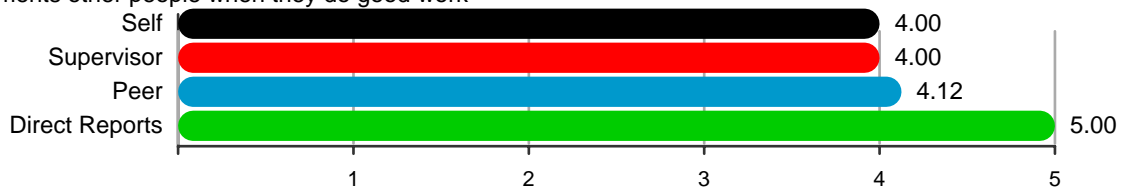
38. Lets employees know when they have done well



39. Says "thank you" to show appreciation for work of others.



40. Compliments other people when they do good work



Level of Skill

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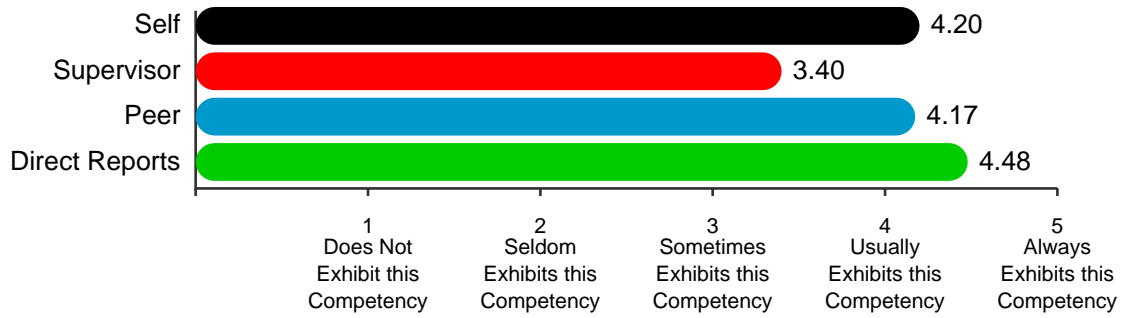
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Is sincerely interested in the suggestions of co-workers	15	4.33	100.0			67%		33%
37. Makes people around them feel appreciated and valued.	15	3.93	80.0	13%	7%	53%		27%
38. Lets employees know when they have done well	15	4.27	86.7		13%	47%		40%
39. Says "thank you" to show appreciation for work of others.	15	4.13	86.7		13%	60%		27%
40. Compliments other people when they do good work	15	4.40	93.3		7%	47%		47%

Comments:

- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- While encouraging folks to continue with their education, she is also continuing with her education.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- She is truly dedicated to doing a good job, by helping us do a good job.
- She is an excellent teammate, great attitude, effort, and energy.
- I think she is the kind of manager our department has needed and will continue to need.

Others

Summary Scores



41. Consistently demonstrates ability and willingness to trust others.



42. Works effectively with people from other departments.



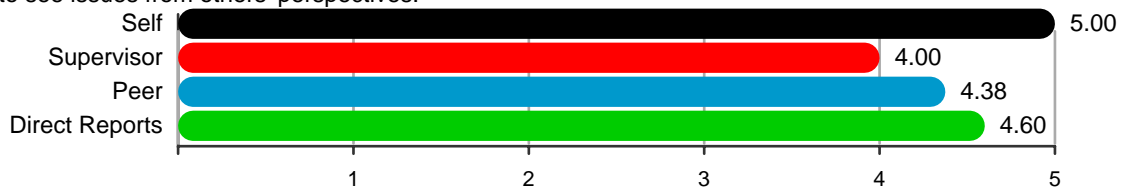
43. Helpful



44. Supports the efforts of other employees in implementing solutions to problems.



45. Is able to see issues from others' perspectives.



Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Consistently demonstrates ability and willingness to trust others.	15	4.33	93.3	7%		53%	40%	
42. Works effectively with people from other departments.	15	4.20	80.0	20%		40%	40%	
43. Helpful	15	4.13	86.7	13%		60%	27%	
44. Supports the efforts of other employees in implementing solutions to problems.	15	4.00	86.7	13%		73%		13%
45. Is able to see issues from others' perspectives.	15	4.47	93.3	7%		40%	53%	

Comments:

- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

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 have seen improvement and will try to encourage even more growth.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- I really appreciate her.

What do you like best about working with this individual?

- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.

What do you like least about working with this individual?

- ___ has very quickly re-invented the Technical Services division. She 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.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- I have truly appreciated her guidance.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- ___ is professional, collaborative. . . a great team member.

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

- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- Constantly working on improving the customer experience.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- The department is lucky to have her.

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

- Difficult to reach sometimes and often does not respond to messages at all.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- ___ 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.
- Don't know where we would be without her.
- ___ 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.

Any final comments?

- She is an excellent problem solver.
- ___ is a great leader and supports her staff.
- ___ has a good perspective on the organization as a whole.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- 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.