

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.

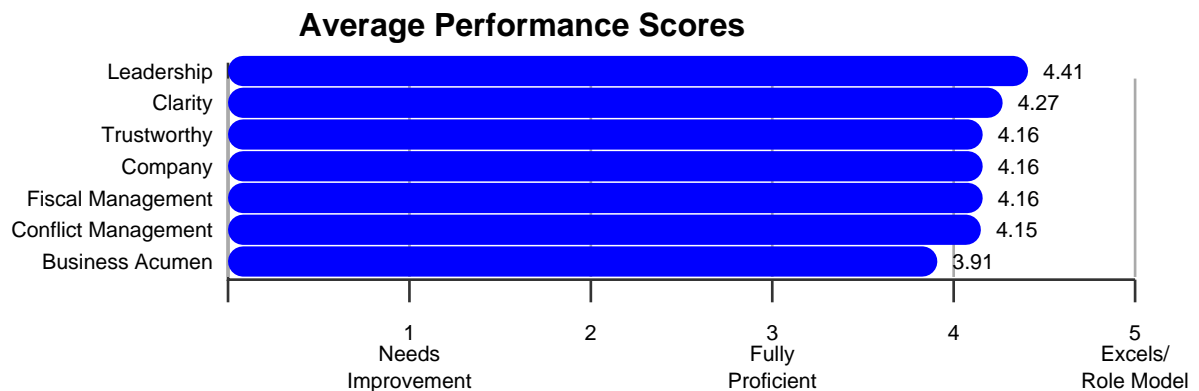
What to Do with Your Feedback

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.



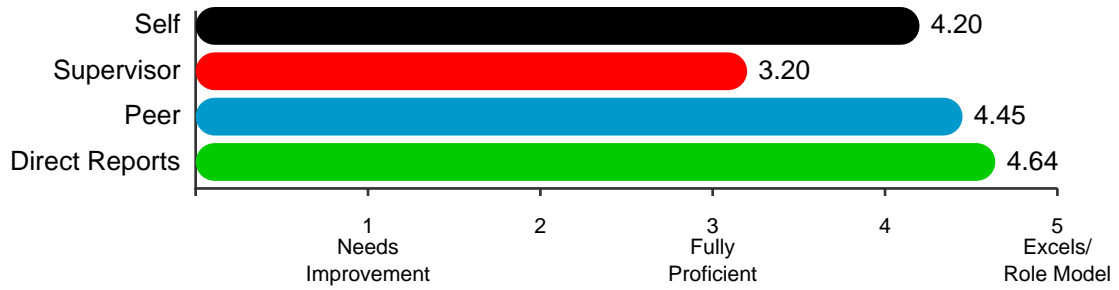
Gap Analysis

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.



Leadership

Summary Scores



1. Is a highly effective supervisor.



2. Able to organize the work of others.



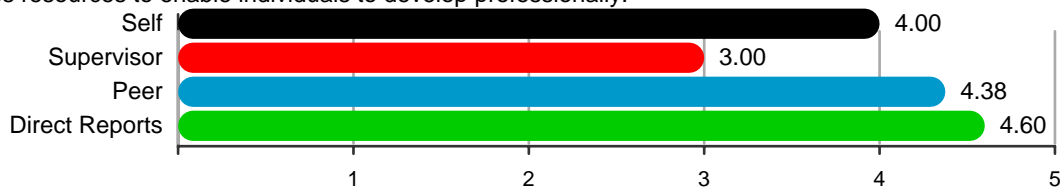
3. Motivates and challenges employees to attain a shared vision.



4. Demonstrates leadership and courage in critical situations.



5. Provides resources to enable individuals to develop professionally.



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).

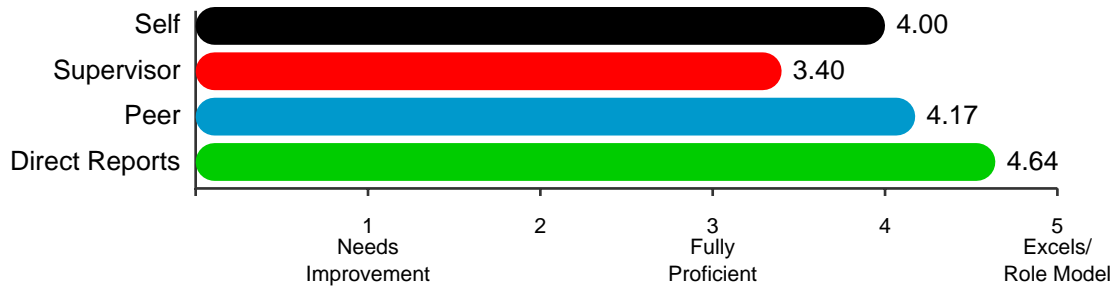
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Is a highly effective supervisor.	15	4.20	93.3	7%	67%	27%
2. Able to organize the work of others.	15	4.87	100.0	13%	87%	
3. Motivates and challenges employees to attain a shared vision.	15	4.27	93.3	7%	60%	33%
4. Demonstrates leadership and courage in critical situations.	15	4.40	86.7	13%	33%	53%
5. Provides resources to enable individuals to develop professionally.	15	4.33	93.3	7%	53%	40%

Comments:

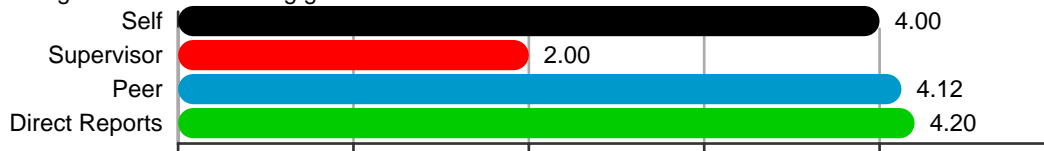
- _____ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- He encourages teammates more as a peer than a coach.
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.

Clarity

Summary Scores



6. Avoids stating unclear or conflicting goals.



7. Seeks to reduce ambiguity in messaging and documents.



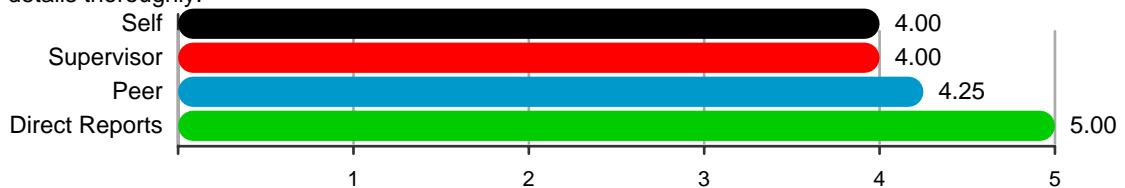
8. Clarifies problems and their causes to help employees correct them.



9. Writes clear job descriptions for positions in the organization.



10. Checks details thoroughly.



Level of Skill

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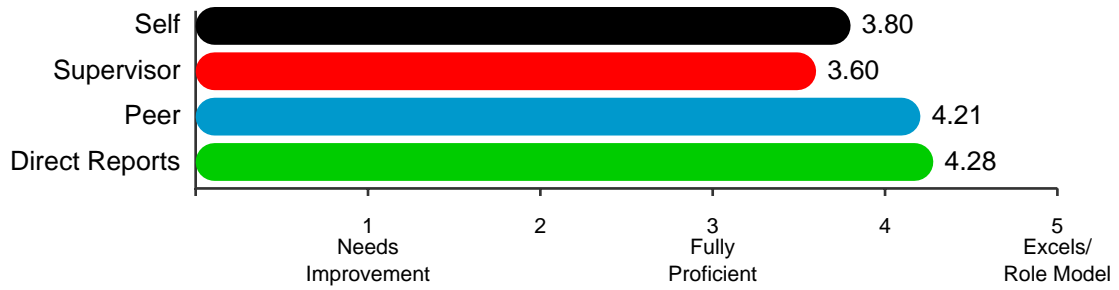
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Avoids stating unclear or conflicting goals.	15	4.00	80.0	7%	13%	53%		27%
7. Seeks to reduce ambiguity in messaging and documents.	15	4.07	80.0		20%	53%		27%
8. Clarifies problems and their causes to help employees correct them.	15	4.33	93.3	7%		47%		47%
9. Writes clear job descriptions for positions in the organization.	15	4.47	93.3	7%		40%		53%
10. Checks details thoroughly.	15	4.47	93.3	7%		40%		53%

Comments:

- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- He has taken his team to the next level.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- He is quick to remind others, when needed why we are really here.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

Trustworthy

Summary Scores



11. Takes care to maintain confidential information.



12. Is trustworthy; is someone I can trust.



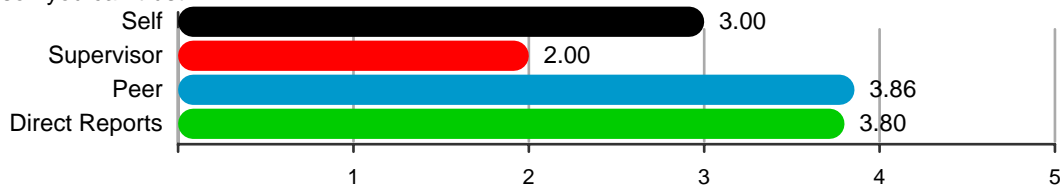
13. Demonstrates congruence between statements and actions.



14. Demonstrates a sense of responsibility and commitment to public trust.



15. Is a person you can trust.



Level of Skill

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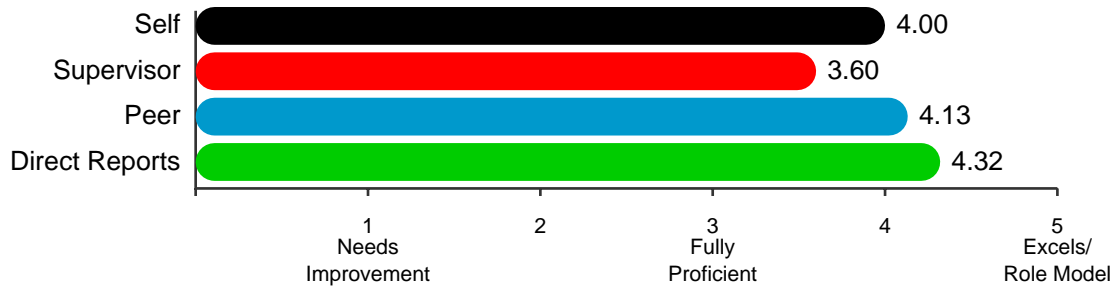
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Takes care to maintain confidential information.	15	4.60	100.0	40%	60%	
12. Is trustworthy; is someone I can trust.	15	4.27	100.0	73%	27%	
13. Demonstrates congruence between statements and actions.	15	4.33	100.0	67%	33%	
14. Demonstrates a sense of responsibility and commitment to public trust.	15	3.93	73.3	27%	53%	20%
15. Is a person you can trust.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- Increase in confidence. Being willing to lean into the uncomfortable.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- _____ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.

Conflict Management

Summary Scores



16. Deals effectively with employee grievances.



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



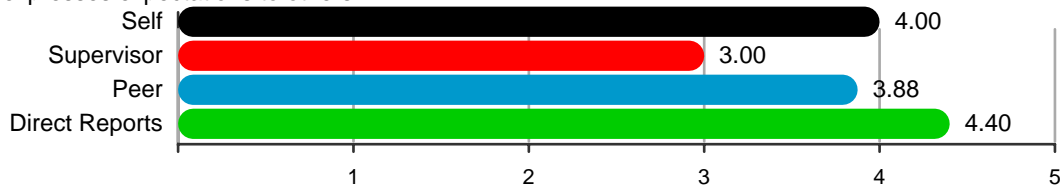
18. Assists team members by helping them see the other point of view.



19. Discusses conflict situations with supervisor.



20. Clearly expresses expectations to others.



Level of Skill

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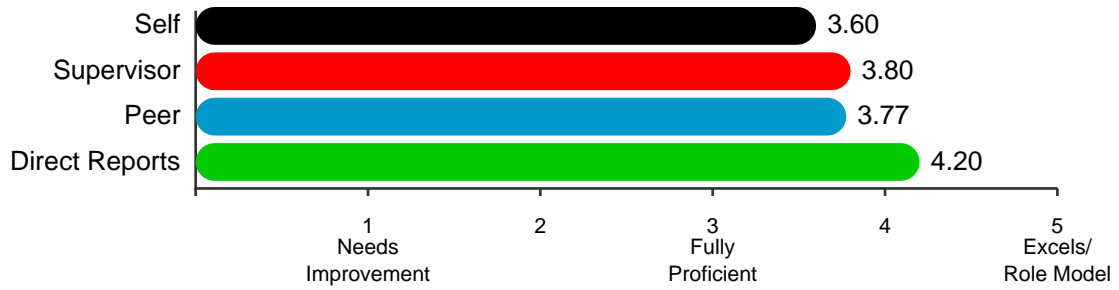
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Deals effectively with employee grievances.	15	4.33	86.7	13%		40%	47%
17. Helps employees to think through alternative ways to resolve conflict situations.	15	4.27	93.3	7%		60%	33%
18. Assists team members by helping them see the other point of view.	14	4.00	92.9	7%		86%	7%
19. Discusses conflict situations with supervisor.	14	4.14	85.7	7%	7%	50%	36%
20. Clearly expresses expectations to others.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- _____ is a great role model and leader. Others could learn from his style.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- He works diligently with our supplier to ensure the inventory is cost effective.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

Business Acumen

Summary Scores



21. Able to align resources to meet the business needs of the company.



22. Understands complex issues and problems.



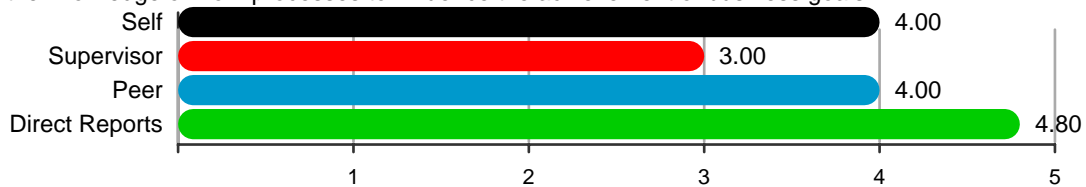
23. Considers impact of actions on other areas of the organization.



24. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



25. Applies the knowledge of work processes to influence the achievement of business goals



Level of Skill

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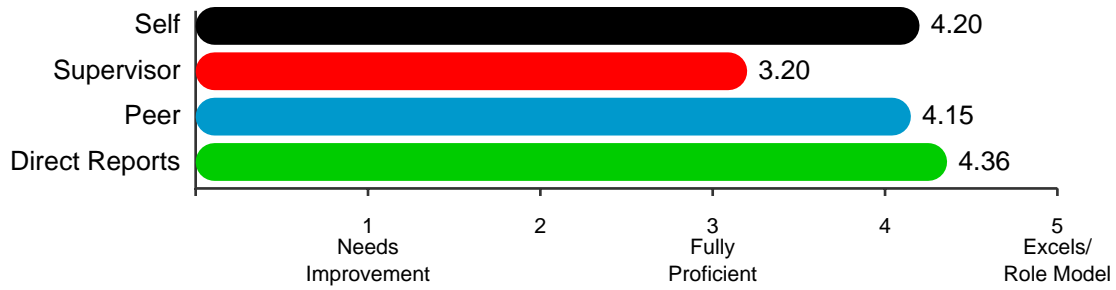
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Able to align resources to meet the business needs of the company.	15	4.00	66.7	13%	20%	20%		47%
22. Understands complex issues and problems.	15	3.47	53.3	13%	33%		47%	7%
23. Considers impact of actions on other areas of the organization.	15	3.60	66.7	13%	20%		60%	7%
24. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.27	86.7	7%	7%	40%		47%
25. Applies the knowledge of work processes to influence the achievement of business goals	15	4.20	80.0	7%	13%	33%		47%

Comments:

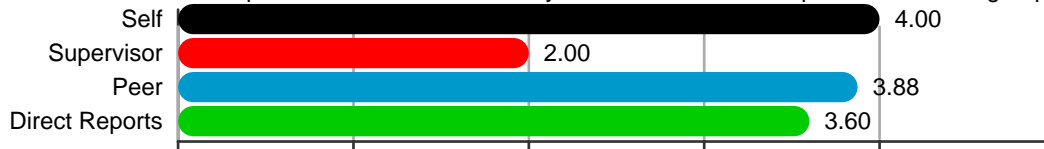
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- _____'s management style is excellent.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.

Company

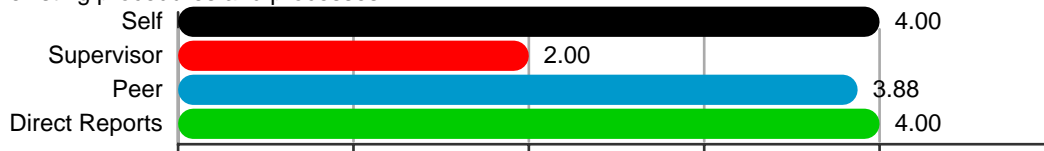
Summary Scores



26. Understands how decisions impact other business units beyond their immediate department of work group.



27. Follows existing procedures and processes.



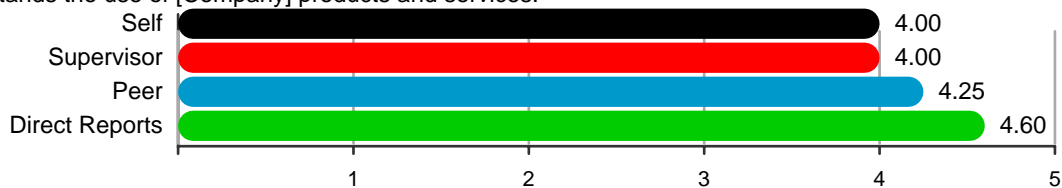
28. Understands the "basics" as to how [Company] functions/operates.



29. Impresses upon others the important aspects of [Company].



30. Understands the use of [Company] products and services.



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).

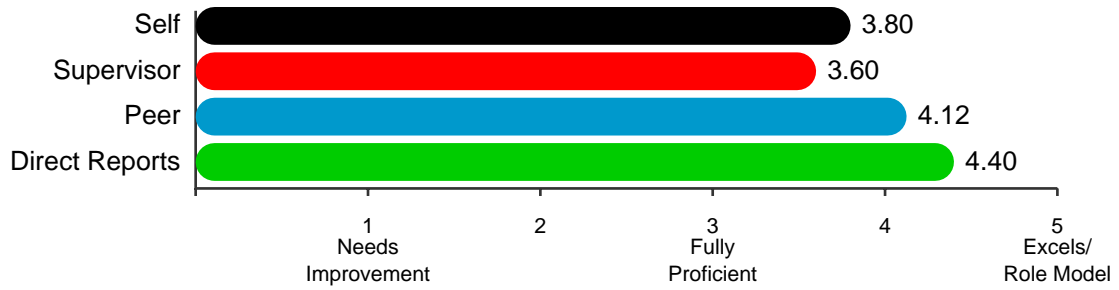
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.67	66.7	20%	13%	47%		20%
27. Follows existing procedures and processes.	15	3.80	73.3	20%	7%	47%		27%
28. Understands the "basics" as to how [Company] functions/operates.	15	4.33	86.7	13%		40%		47%
29. Impresses upon others the important aspects of [Company].	15	4.67	100.0			33%		67%
30. Understands the use of [Company] products and services.	15	4.33	100.0			67%		33%

Comments:

- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- He is very astute, proactive in problem solving, and a great team member.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- _____ does an excellent job in his role.

Fiscal Management

Summary Scores



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



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



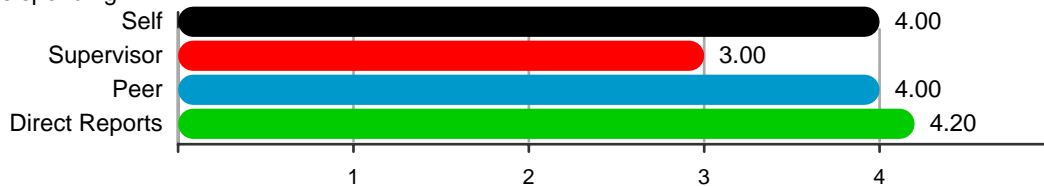
33. Provides budgeting and accounting support to the Company.



34. Keeps excellent records for financial transparency.



35. Monitors spending.



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

Comments:

- _____ is an amazing manager. He genuinely cares about his staff.
- _____ is a strong leader and passionate about his customers, staff and safety.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.

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 professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- _____ excels at customer service and keeping our team focused on the customer.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.

What do you like best about working with this individual?

- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ is a very effective leader and a role model for other leaders.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.

What do you like least about working with this individual?

- I like that he challenges me.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- I think that _____ is making good strides in setting expectations through clear communication.

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

- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- _____ is very responsive and provides great support service.
- _____ has the talent to use different Leadership styles to fit the situation.

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

- _____ promotes and encourages teambuilding throughout the entire department.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- He exhibits vision, compassion and high integrity in all of his work.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- He is truly dedicated to doing a good job, by helping us do a good job.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.

Any final comments?

- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- He is a great manager and person to work for/with.
- Lean on team to help reduce burden and establish clear expectations.