



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.

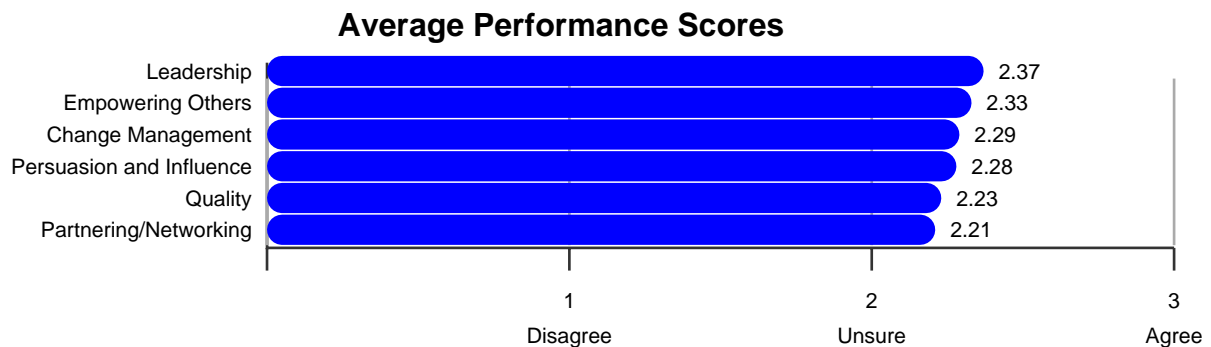
What to Do with Your Feedback

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

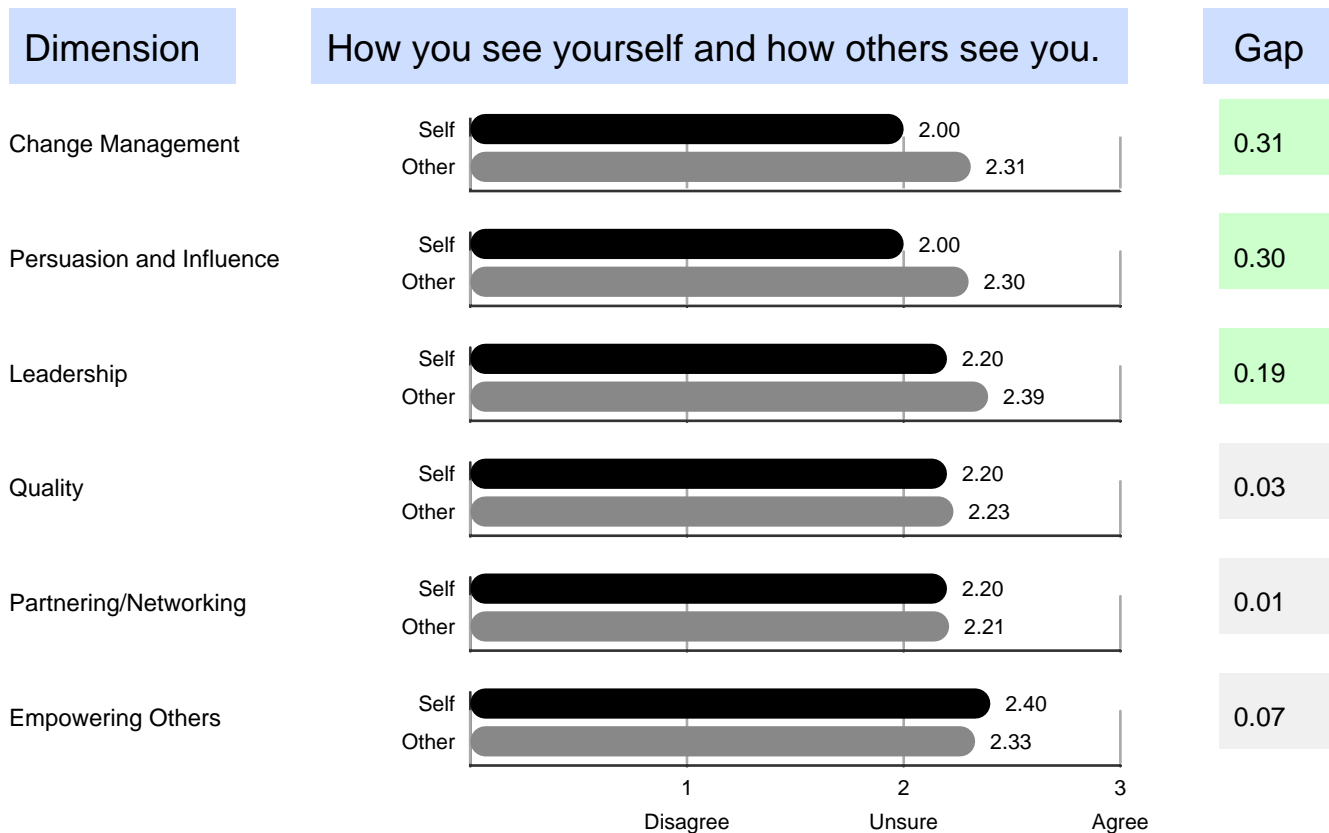
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



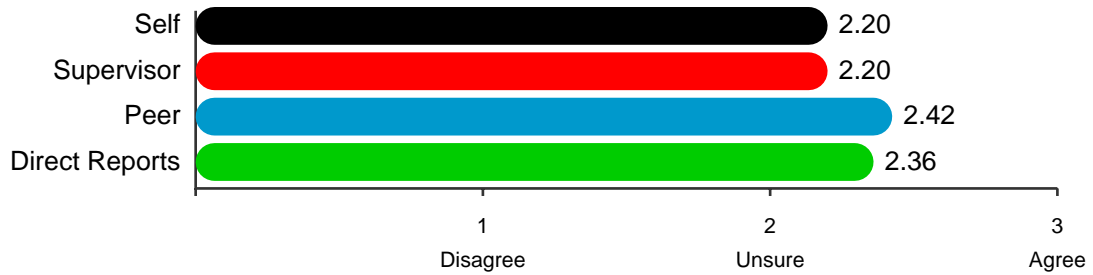
Gap Analysis

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

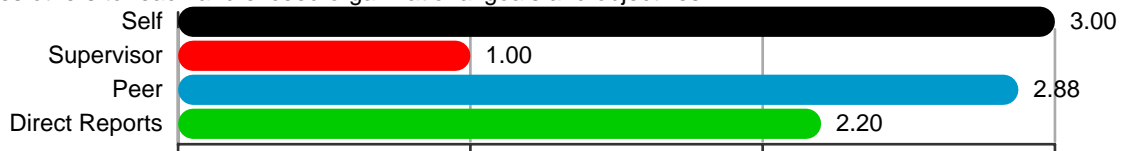
Summary Scores



1. Sets clear goals and objectives for subordinates.



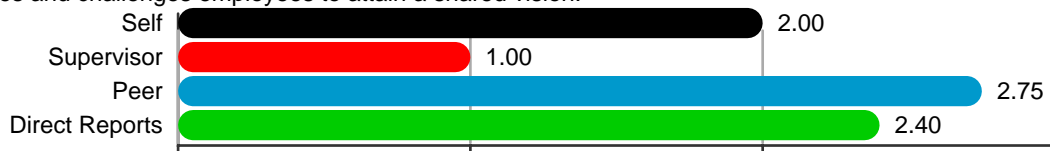
2. Motivates others to reach and exceed organizational goals and objectives.



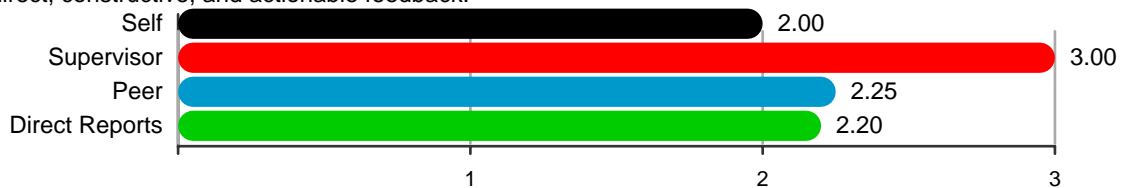
3. Demonstrates leadership and courage in critical situations.



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



5. Gives direct, constructive, and actionable feedback.



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).

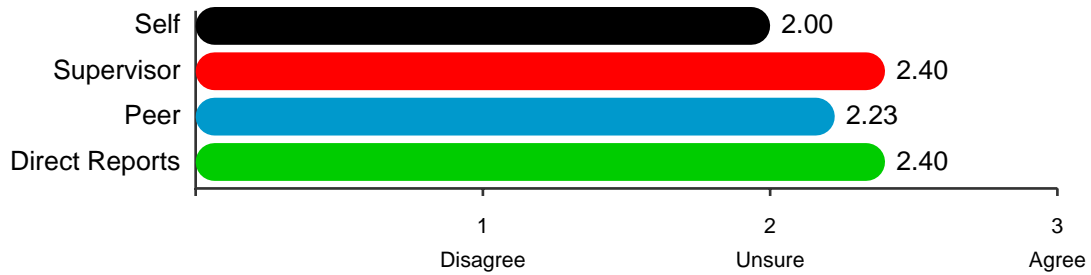
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Sets clear goals and objectives for subordinates.	15	2.27	33.3	7%	60%	33%
2. Motivates others to reach and exceed organizational goals and objectives.	15	2.53	73.3	20%	7%	73%
3. Demonstrates leadership and courage in critical situations.	15	2.33	40.0	7%	53%	40%
4. Motivates and challenges employees to attain a shared vision.	15	2.47	53.3	7%	40%	53%
5. Gives direct, constructive, and actionable feedback.	15	2.27	40.0	13%	47%	40%

Comments:

- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- _____ 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.
- _____ is a great leader. His team has been through a lot of change. _____ is focused on building his team and helping them through the change.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.

Persuasion and Influence

Summary Scores



6. Able to express own goals and needs.



7. Communicates effectively with others.



8. Seeks to obtain consensus or compromise.



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



10. Understanding what others need.



Level of Skill

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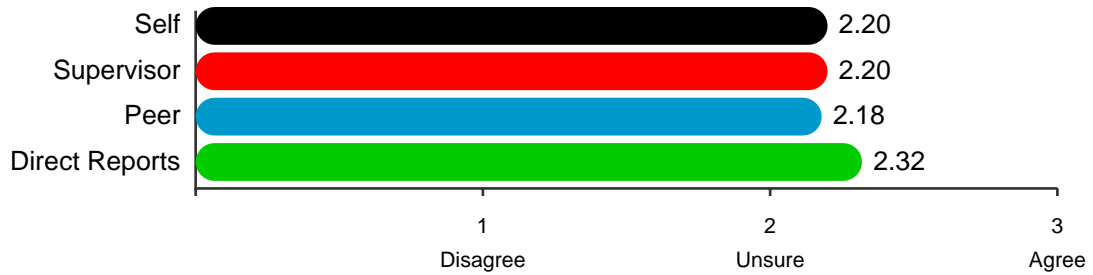
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Able to express own goals and needs.	15	2.13	33.3	20%	47%	33%
7. Communicates effectively with others.	15	2.07	26.7	20%	53%	27%
8. Seeks to obtain consensus or compromise.	15	2.33	40.0	7%	53%	40%
9. Attempts to persuade others rather than simply control them.	15	2.40	53.3	13%	33%	53%
10. Understanding what others need.	15	2.47	60.0	13%	27%	60%

Comments:

- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- _____ has great communication skills and is a dependable member of the team.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.

Quality

Summary Scores



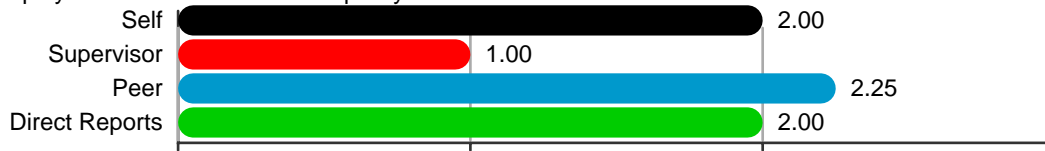
11. Reflects on what is working and what could be improved.



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



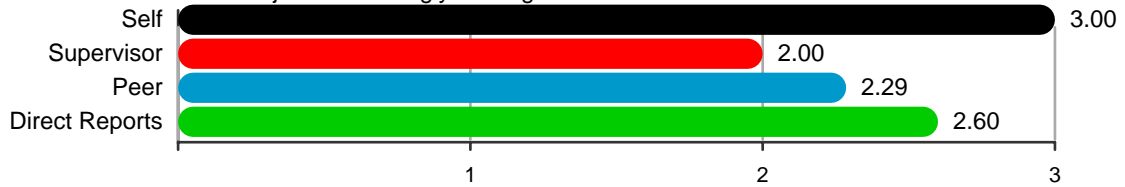
13. Holds employees accountable for their quality of work.



14. Encourages employees to produce the best quality products.



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



Level of Skill

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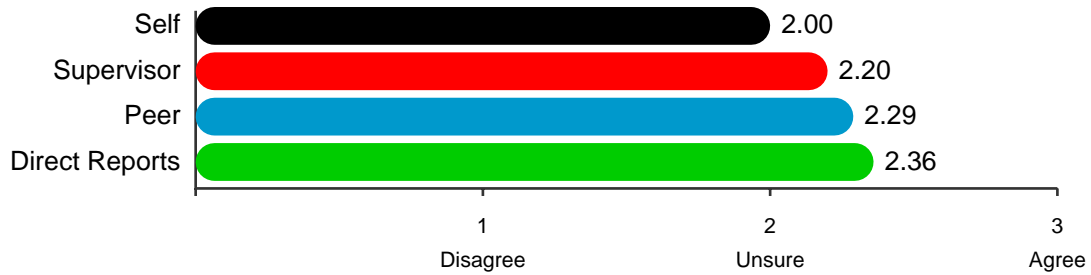
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Reflects on what is working and what could be improved.	15	2.33	40.0	7%	53%	40%
12. Encourages others to produce the highest quality work products.	15	2.07	20.0	13%	67%	20%
13. Holds employees accountable for their quality of work.	15	2.07	26.7	20%	53%	27%
14. Encourages employees to produce the best quality products.	15	2.27	40.0	13%	47%	40%
15. Analyze what occurred and re-adjusts accordingly when goals are not met.	14	2.43	50.0	7%	43%	50%

Comments:

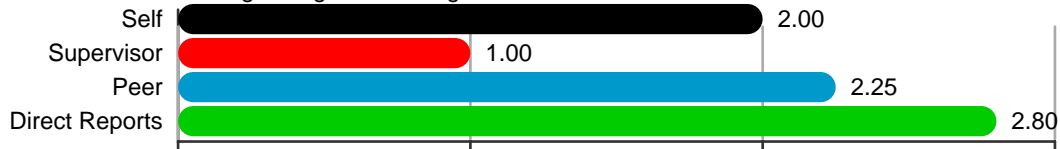
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- Provides reinforcement and feedback within the context of the overall business strategy.
- It's been a pleasure to work for him.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.

Change Management

Summary Scores



16. Assists others in understanding changes to the organization.



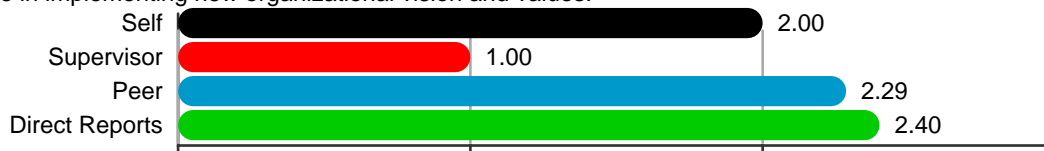
17. Addresses organizational and departmental resistance to changes.



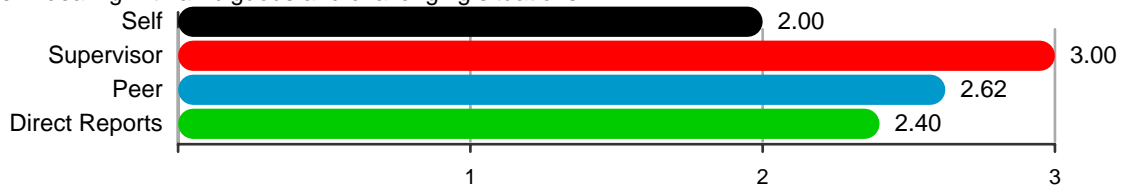
18. Works cooperatively with others to implement changes.



19. Effective in implementing new organizational vision and values.



20. Effective in dealing with ambiguous and challenging situations.



Level of Skill

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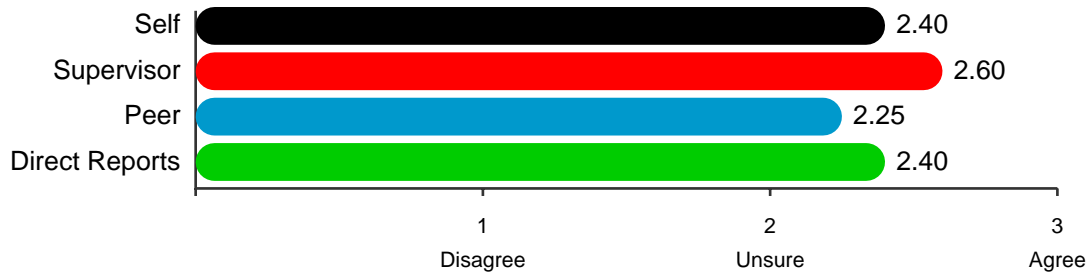
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Assists others in understanding changes to the organization.	15	2.33	46.7	13%	40%	47%
17. Addresses organizational and departmental resistance to changes.	15	2.33	40.0	7%	53%	40%
18. Works cooperatively with others to implement changes.	14	2.00	14.3	14%	71%	14%
19. Effective in implementing new organizational vision and values.	14	2.21	42.9	21%	36%	43%
20. Effective in dealing with ambiguous and challenging situations.	15	2.53	60.0	7%	33%	60%

Comments:

- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- His professionalism is beyond reproach and he is fair and just.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.

Empowering Others

Summary Scores



21. Distributes the workload to subordinates.



22. Is confident in the abilities of employees assigned important tasks.



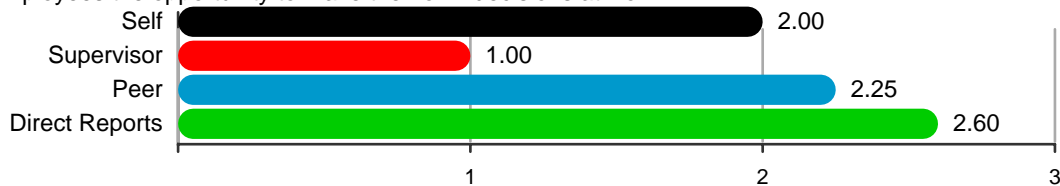
23. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.



24. Trusts employees are able to complete assigned tasks.



25. Gives employees the opportunity to make their own decisions at work.



Level of Skill

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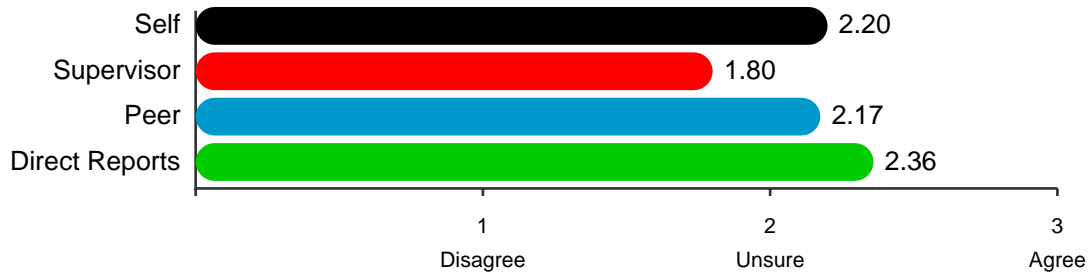
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Distributes the workload to subordinates.	15	2.60	66.7	7%	27%	67%
22. Is confident in the abilities of employees assigned important tasks.	15	2.33	40.0	7%	53%	40%
23. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	2.07	20.0	13%	67%	20%
24. Trusts employees are able to complete assigned tasks.	15	2.40	53.3	13%	33%	53%
25. Gives employees the opportunity to make their own decisions at work.	15	2.27	53.3	27%	20%	53%

Comments:

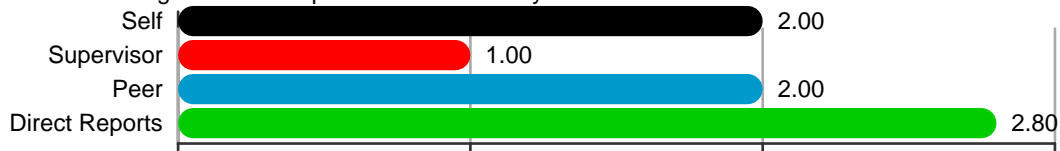
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Strive for excellence. Willing to learn. Implement advice from others.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- The department is lucky to have him.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- Each member feels they are a part of the team and knows their contribution is valued.

Partnering/Networking

Summary Scores



26. Supports and encourages relationships that are created by diverse team members.



27. Maintains infrastructure to support partnerships and networks.



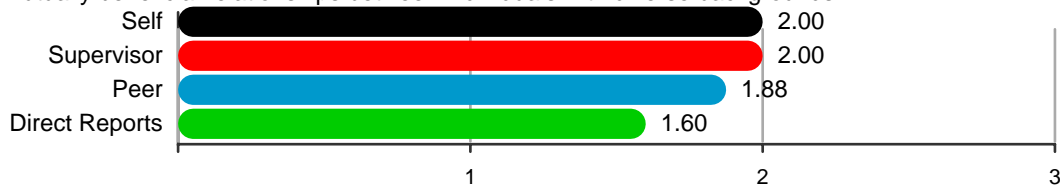
28. Capitalizes on partnerships and networks to enhance the Company's bottom line.



29. Supports a partnering/networking culture.



30. Forges mutually beneficial relationships between individuals with diverse backgrounds.



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
26. Supports and encourages relationships that are created by diverse team members.	15	2.20	33.3	13%	53%	33%
27. Maintains infrastructure to support partnerships and networks.	15	2.00	26.7	27%	47%	27%
28. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	2.47	53.3	7%	40%	53%
29. Supports a partnering/networking culture.	15	2.60	60.0		40%	60%
30. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	1.80	13.3	33%	53%	13%

Comments:

- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.

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?

- _____ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- He removes barriers so that we can do our job to the best of our ability.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

What do you like best about working with this individual?

- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- I appreciate the straight forward style of leadership _____ uses.

What do you like least about working with this individual?

- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- In my opinion, _____ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop _____.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- _____ is respected by the team and they openly seek out his advise or opinion.

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

- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- He is very supportive of us and the job we do.
- _____ 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.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- Very knowledgeable and always steps up if help is needed.

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

- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- He is such a positive person and always willing to pitch in where help is needed.
- I appreciate _____'s willingness to share his knowledge with our team.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.

Any final comments?

- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- _____ 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.
- _____ 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.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.