



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

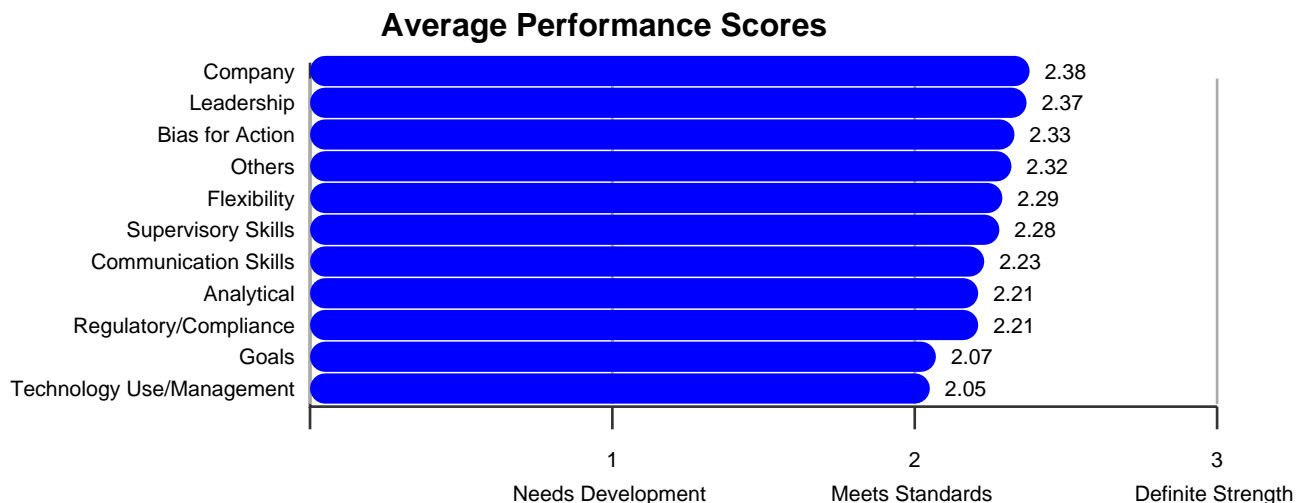
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

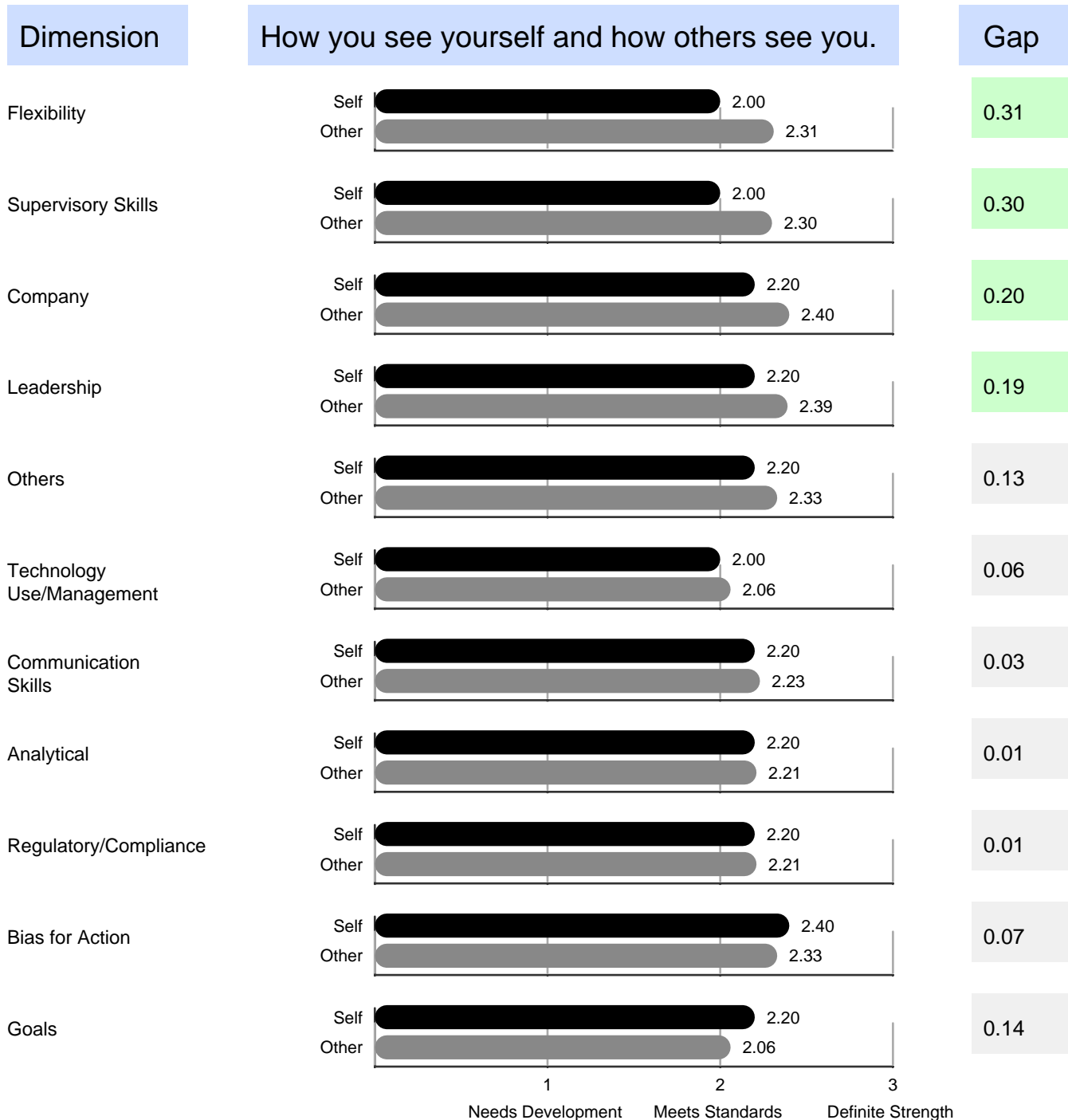
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Leadership

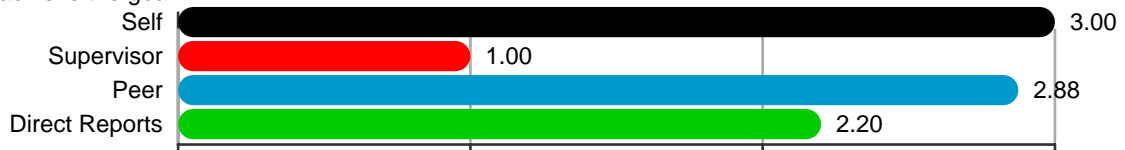
Summary Scores



1. You are a highly effective supervisor.



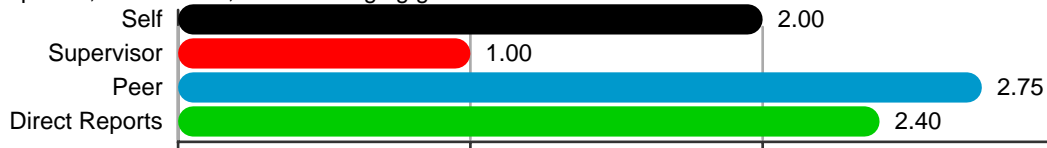
2. You clearly explain performance expectations and goals to be reached at the beginning of a project, then let others decide how to achieve the goal.



3. You are able to influence others.



4. You set specific, measurable, and challenging goals.



5. You recognize individual and team accomplishments and reward them appropriately.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You are a highly effective supervisor.	15	2.27	33.3	7%	60%	33%
2. You clearly explain performance expectations and goals to be reached at the beginning of a project, then let others decide how to achieve the goal.	15	2.53	73.3	20%	7%	73%
3. You are able to influence others.	15	2.33	40.0	7%	53%	40%
4. You set specific, measurable, and challenging goals.	15	2.47	53.3	7%	40%	53%
5. You recognize individual and team accomplishments and reward them appropriately.	15	2.27	40.0	13%	47%	40%

Comments:

- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- ___ is a great partner in Systems Implementation.
- Allocates resources in advance to ensure the required work can be completed.
- 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.

Supervisory Skills

Summary Scores



6. You encourage good working relationships between employees.



7. I understand the importance of good performance management.



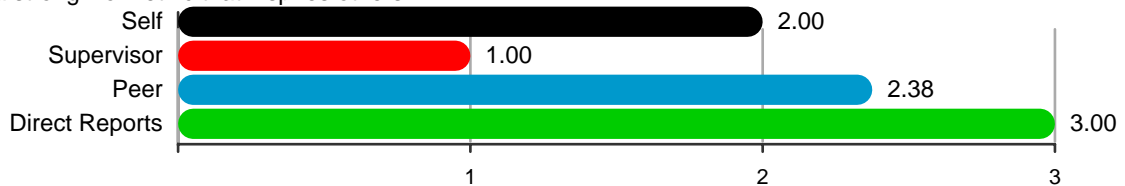
8. I set a good example for others to follow.



9. I maintain a calm demeanor when addressing stressful issues in the workplace.



10. I have a strong work ethic that inspires 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You encourage good working relationships between employees.	15	2.13	33.3	20%	47%	33%
7. I understand the importance of good performance management.	15	2.07	26.7	20%	53%	27%
8. I set a good example for others to follow.	15	2.33	40.0	7%	53%	40%
9. I maintain a calm demeanor when addressing stressful issues in the workplace.	15	2.40	53.3	13%	33%	53%
10. I have a strong work ethic that inspires others.	15	2.47	60.0	13%	27%	60%

Comments:

- Without a doubt, ___ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- She is organized, kind, and extremely approachable.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- She is a great teammate.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- Need to continue to engage staff in team development and role clarification.

Communication Skills

Summary Scores



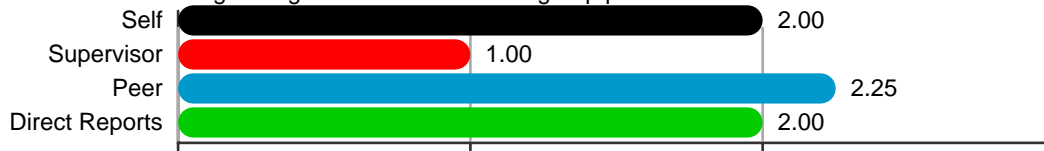
11. You are able to deliver presentations.



12. You convey ideas confidently and succinctly.



13. You check for understanding throughout conversations or group presentations/discussions



14. You listen to others' points of view with an open mind



15. You communicate effectively with all levels of the organization.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You are able to deliver presentations.	15	2.33	40.0	7%	53%	40%
12. You convey ideas confidently and succinctly.	15	2.07	20.0	13%	67%	20%
13. You check for understanding throughout conversations or group presentations/discussions	15	2.07	26.7	20%	53%	27%
14. You listen to others' points of view with an open mind	15	2.27	40.0	13%	47%	40%
15. You communicate effectively with all levels of the organization.	14	2.43	50.0	7%	43%	50%

Comments:

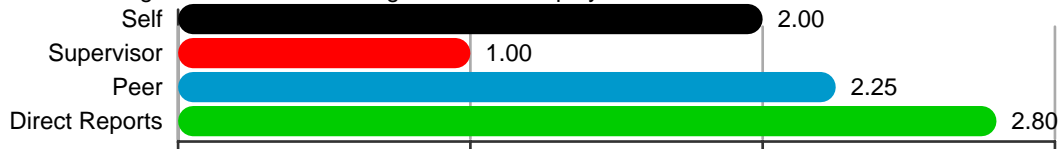
- She involves our team and holds us accountable out of respect.
- I can't think of a single thing ___ could improve upon.
- She would benefit from soliciting more feedback and pushing others to do more.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- She is also an excellent resource to other managers and will take the time to offer information and support.

Flexibility

Summary Scores



16. You implement changes as a result of having listened to employees



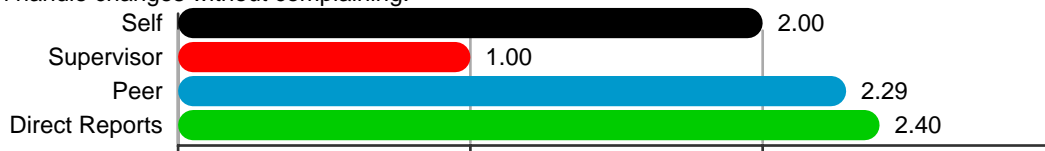
17. You are effective in incorporating new ideas.



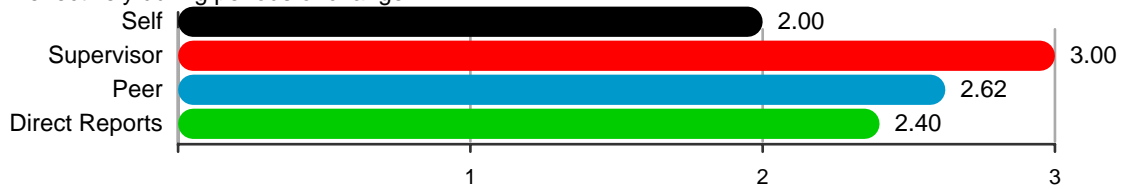
18. You are open to the perspectives/viewpoints of others.



19. You can handle changes without complaining.



20. You work effectively during periods of change.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You implement changes as a result of having listened to employees	15	2.33	46.7	13%	40%	47%
17. You are effective in incorporating new ideas.	15	2.33	40.0	7%	53%	40%
18. You are open to the perspectives/viewpoints of others.	14	2.00	14.3	14%	71%	14%
19. You can handle changes without complaining.	14	2.21	42.9	21%	36%	43%
20. You work effectively during periods of change.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is an outstanding manager.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- She has been a great addition to the company.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- I really enjoy working with ____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- Show others it is possible to understand both sides without having to agree all the time.

Bias for Action

Summary Scores



21. You encourage risk taking and experimentation to improve performance



22. You motivate others to achieve or exceed goals



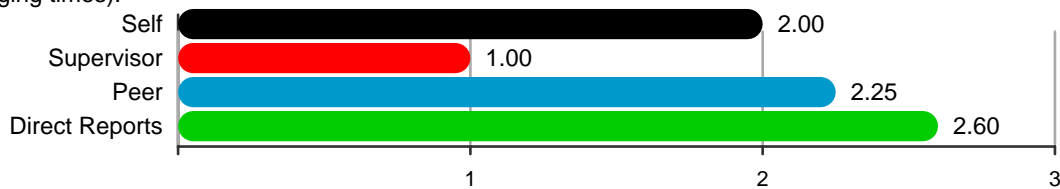
23. You display high energy and enthusiasm on consistent basis.



24. You complete a large volume of work.



25. You project a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You encourage risk taking and experimentation to improve performance	15	2.60	66.7	7%	27%	67%
22. You motivate others to achieve or exceed goals	15	2.33	40.0	7%	53%	40%
23. You display high energy and enthusiasm on consistent basis.	15	2.07	20.0	13%	67%	20%
24. You complete a large volume of work.	15	2.40	53.3	13%	33%	53%
25. You project a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	15	2.27	53.3	27%	20%	53%

Comments:

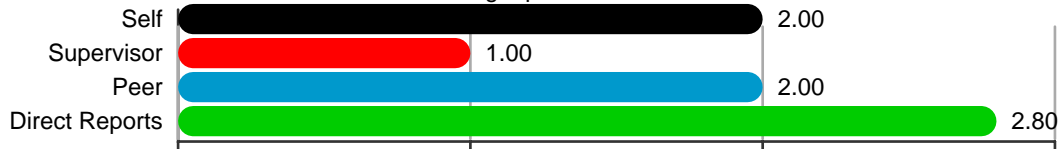
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- ___ 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].
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.

Analytical

Summary Scores



26. You prioritize various actions to be taken when solving a problem.



27. You ask the "right" questions to size up or evaluate situations.



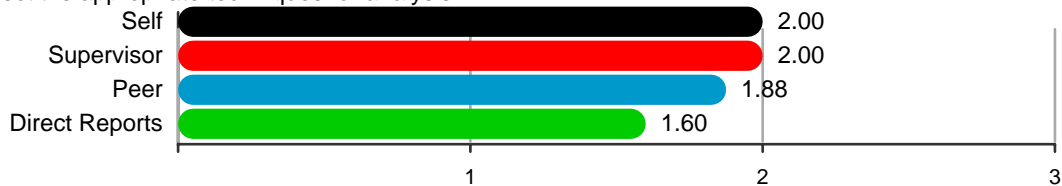
28. You analyze issues and reduce them to their component parts.



29. You identify the root cause of a problem.



30. You select the appropriate techniques for analysis.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You prioritize various actions to be taken when solving a problem.	15	2.20	33.3	13%	53%	33%
27. You ask the "right" questions to size up or evaluate situations.	15	2.00	26.7	27%	47%	27%
28. You analyze issues and reduce them to their component parts.	15	2.47	53.3	7%	40%	53%
29. You identify the root cause of a problem.	15	2.60	60.0		40%	60%
30. You select the appropriate techniques for analysis.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- Difficult to reach sometimes and often does not respond to messages at all.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.

Goals

Summary Scores



31. You make sure that team members have a clear idea of our group's goals.



32. You establish and document goals and objectives.



33. You make sure that I have a clear idea of our group's goals.



34. You understand and contribute to development of strategic goals.



35. You set challenging stretch goals



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You make sure that team members have a clear idea of our group's goals.	15	2.13	33.3	20%	47%	33%
32. You establish and document goals and objectives.	15	2.13	33.3	20%	47%	33%
33. You make sure that I have a clear idea of our group's goals.	15	2.07	33.3	27%	40%	33%
34. You understand and contribute to development of strategic goals.	15	2.13	26.7	13%	60%	27%
35. You set challenging stretch goals	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has used her strengths to make this department stronger in many ways.
- I value ___ for so much more than her negotiating skills which are outstanding.
- Is empathetic, understanding, and dependable.
- Show others it is possible to understand both sides without having to agree all the time.
- ___ has an impressive vision for the company.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.

Technology Use/Management

Summary Scores



36. You apply complex rules and regulations to maintain optimal system performance.



37. You support employee training and development initiatives regarding implementation of technology.



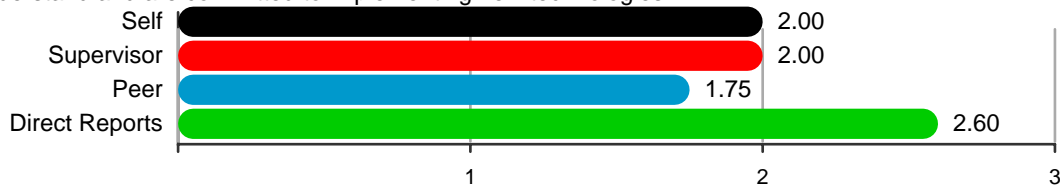
38. You maximize the use of new technology to deliver products and services.



39. You identify gaps between actual and needed technical competencies and provide recommendations for required training.



40. You understand and are committed to implementing new technologies.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You apply complex rules and regulations to maintain optimal system performance.	15	1.87	20.0	33%	47%	20%
37. You support employee training and development initiatives regarding implementation of technology.	15	1.93	13.3	20%	67%	13%
38. You maximize the use of new technology to deliver products and services.	15	2.07	33.3	27%	40%	33%
39. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	15	2.33	33.3		67%	33%
40. You understand and are committed to implementing new technologies.	15	2.07	33.3	27%	40%	33%

Comments:

- Participates in training to learn Core Competency processes.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- Positive attitude.
- Demonstrates an ability to remain focused on outcomes.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

Regulatory/Compliance

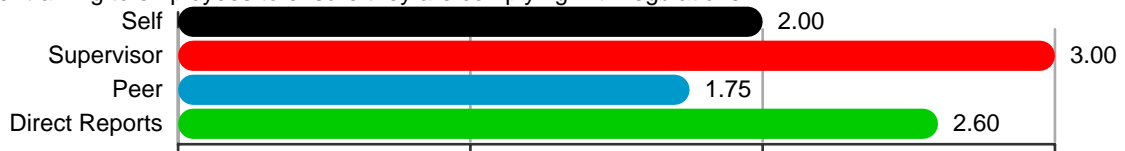
Summary Scores



41. You are aware of federal and local laws affecting employees.



42. You offer training to employees to ensure they are complying with regulations.



43. You work quickly to implement changes in regulations.



44. You address issues quickly before they develop into major problems.



45. You keep informed of various regulations and procedures.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You are aware of federal and local laws affecting employees.	15	2.00	26.7	27%	47%	27%
42. You offer training to employees to ensure they are complying with regulations.	15	2.13	33.3	20%	47%	33%
43. You work quickly to implement changes in regulations.	15	2.20	40.0	20%	40%	40%
44. You address issues quickly before they develop into major problems.	15	2.20	26.7	7%	67%	27%
45. You keep informed of various regulations and procedures.	15	2.53	60.0	7%	33%	60%

Comments:

- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- She is a strength that supports department morale and work flow.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- I look forward to working with her in her new role.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.

Others

Summary Scores



46. You work across boundaries within the organization.



47. You include others in the decision making processes.



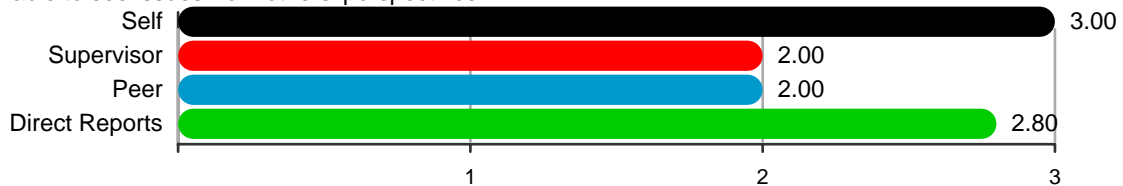
48. You are able to see issues from others' perspectives.



49. You respect the opinions of other employees.



50. You are able to see issues from others' perspectives.



Level of Skill

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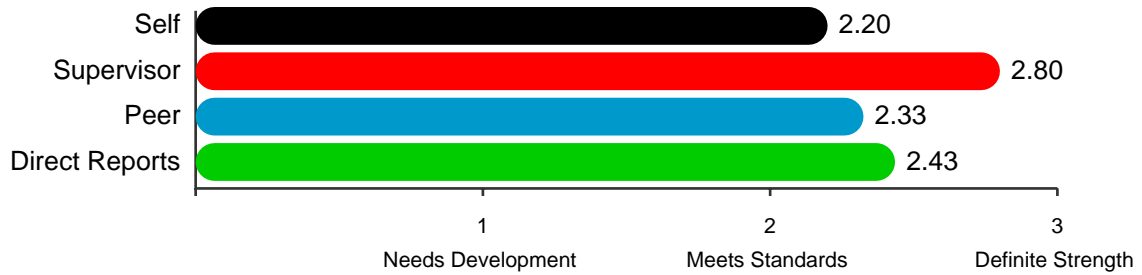
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You work across boundaries within the organization.	15	2.27	26.7		73%	27%
47. You include others in the decision making processes.	15	2.13	26.7	13%	60%	27%
48. You are able to see issues from others' perspectives.	15	2.40	40.0		60%	40%
49. You respect the opinions of other employees.	15	2.47	46.7		53%	47%
50. You are able to see issues from others' perspectives.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- One of the best supervisors that I have had.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.

Company

Summary Scores



51. You follow existing procedures and processes.



52. You attend [Company] gatherings and social events.



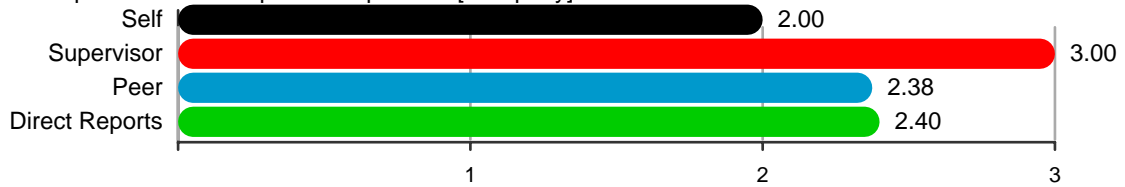
53. You understand how decisions impact other business units beyond your immediate department of work group.



54. You express loyalty and dedication to [Company] in interactions with others.



55. You impress upon others the important aspects of [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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You follow existing procedures and processes.	14	2.21	28.6	7%	64%	29%
52. You attend [Company] gatherings and social events.	14	2.29	42.9	14%	43%	43%
53. You understand how decisions impact other business units beyond your immediate department of work group.	15	2.53	53.3		47%	53%
54. You express loyalty and dedication to [Company] in interactions with others.	15	2.47	46.7		53%	47%
55. You impress upon others the important aspects of [Company].	15	2.40	40.0		60%	40%

Comments:

- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- She is well respected.

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 excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She is very collaborative and always attempts to work with others.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- ___ can be counted on for her reliability.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.

What do you like best about working with this individual?

- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- ___ is very responsive and provides great support service.
- ___ excels at keeping in touch with all aspects of their job, and our jobs.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.

What do you like least about working with this individual?

- ___ 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.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- Provide more frequent development feedback.
- ___ is always working to include staff in a shared decision making processes.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.

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

- I think that ___ is making good strides in setting expectations through clear communication.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- ___ 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.

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

- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- Outstanding leader.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- Positive energy and a team player.
- ___ excels at customer service and keeping our team focused on the customer.
- ___ is always professional during interactions with staff.

Any final comments?

- ___ has also come down to help our department when we have been very busy and needed help.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- She is a charismatic leader. Really the best!!
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.