



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.

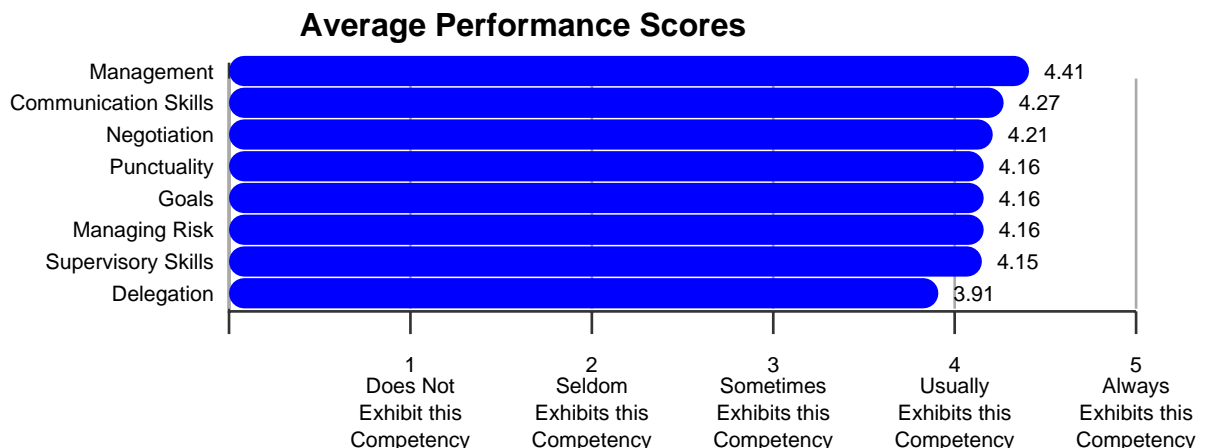
What to Do with Your Feedback

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

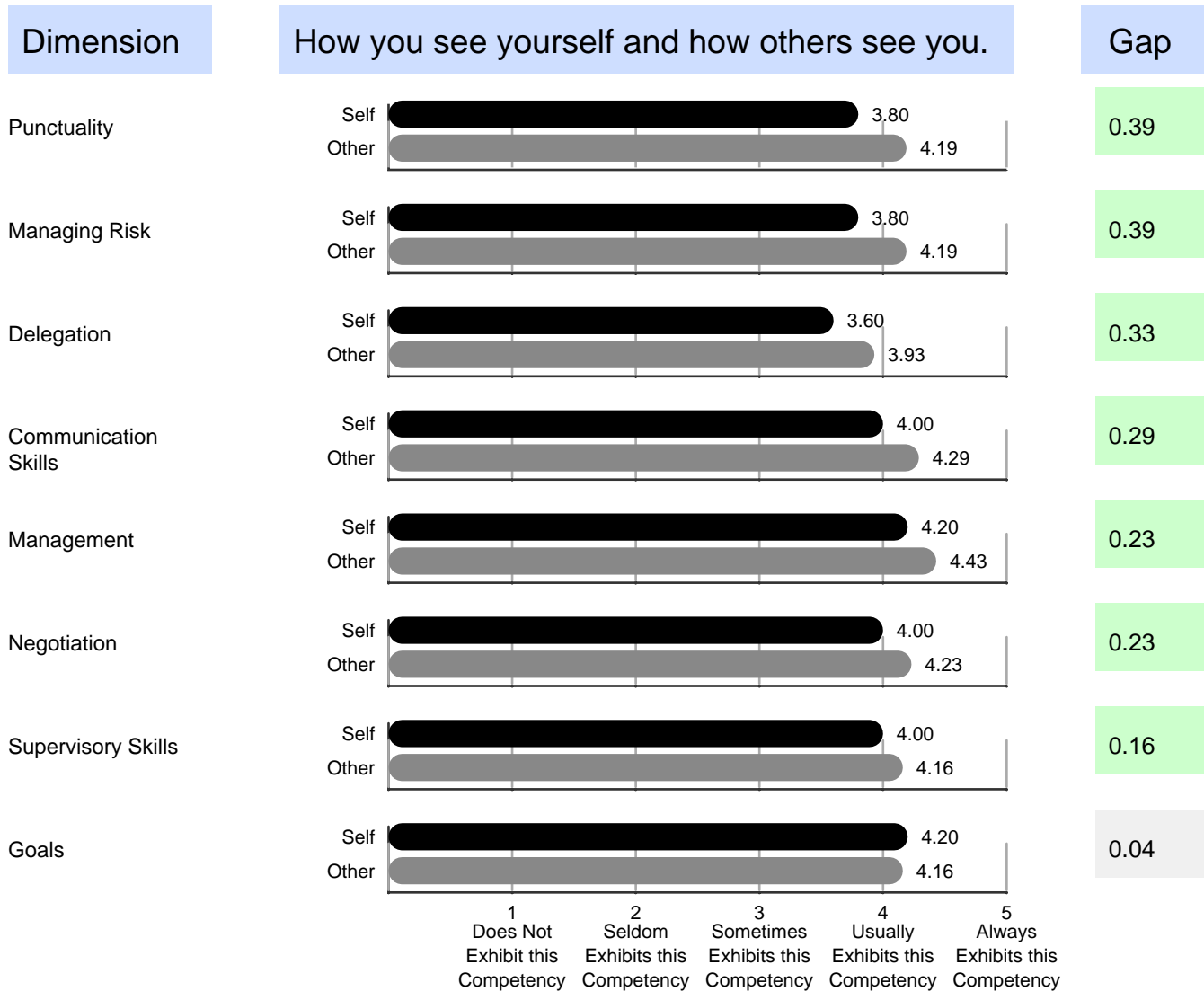
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



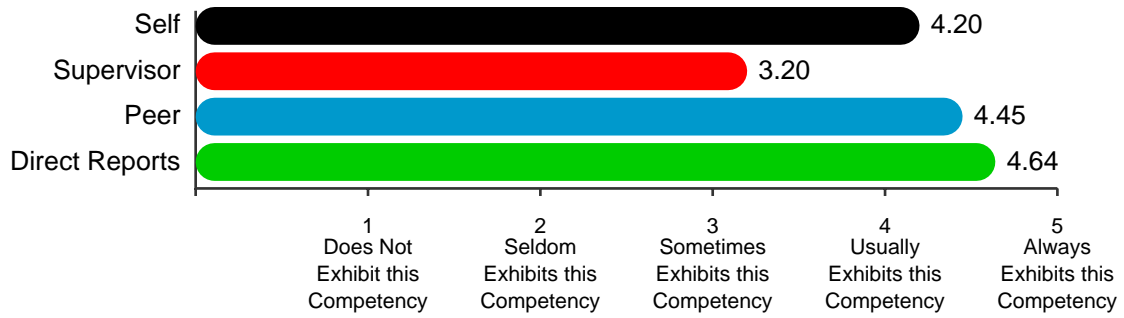
Gap Analysis

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.



Management

Summary Scores



1. Sets an example for others to follow



2. Makes you feel enthusiastic about your work



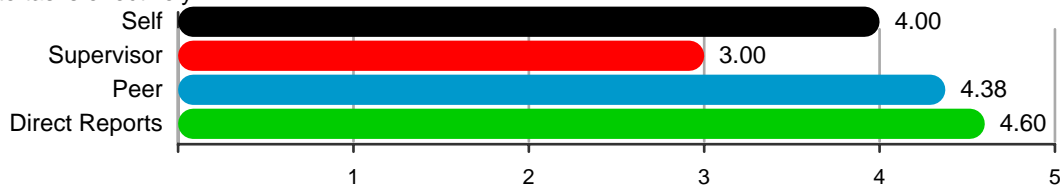
3. Keep staff informed about what is happening in the company



4. Is ready to offer help



5. Delegate tasks effectively



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).

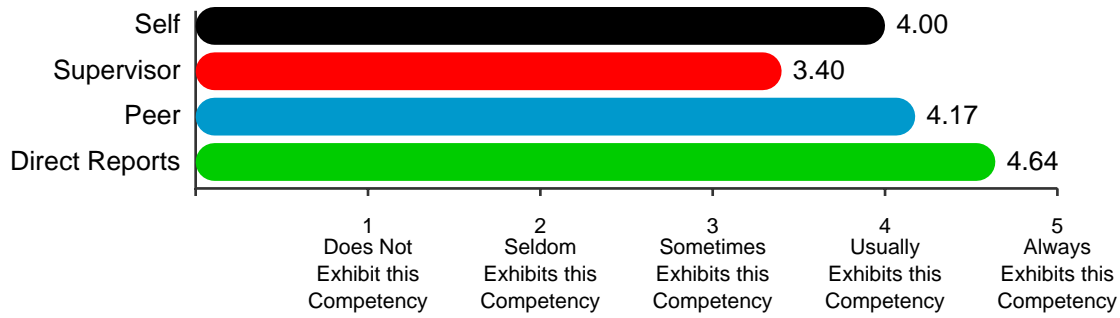
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Sets an example for others to follow	15	4.20	93.3	7%		67%		27%
2. Makes you feel enthusiastic about your work	15	4.87	100.0	13%		87%		
3. Keep staff informed about what is happening in the company	15	4.27	93.3	7%		60%		33%
4. Is ready to offer help	15	4.40	86.7	13%	33%		53%	
5. Delegate tasks effectively	15	4.33	93.3	7%		53%		40%

Comments:

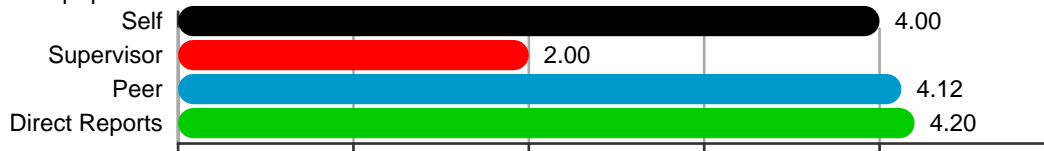
- He consistently conducts himself with professionalism and represents our unit well.
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- He is very astute, proactive in problem solving, and a great team member.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.

Communication Skills

Summary Scores



6. Asks follow-up questions as needed.



7. An effective listener who is responsive to information needs.



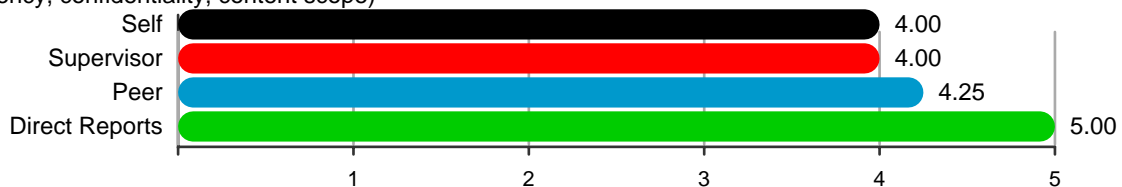
8. Communicates effectively with all levels of the organization.



9. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



10. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



Level of Skill

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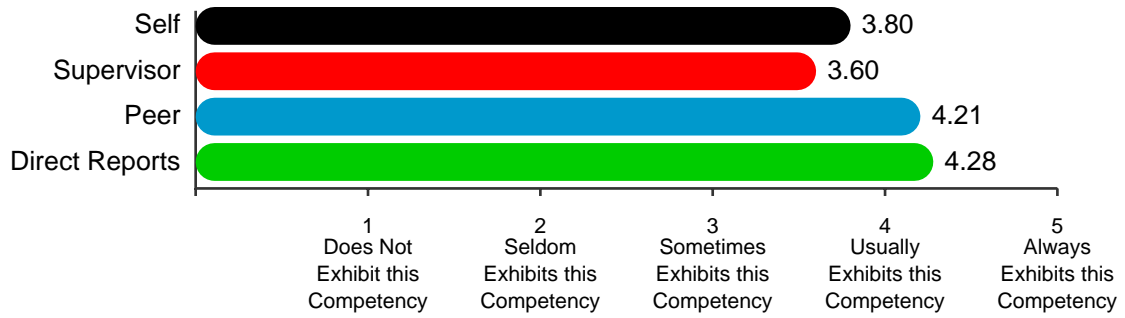
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Asks follow-up questions as needed.	15	4.00	80.0	7%	13%	53%	27%	
7. An effective listener who is responsive to information needs.	15	4.07	80.0		20%	53%	27%	
8. Communicates effectively with all levels of the organization.	15	4.33	93.3	7%	47%	47%		
9. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	4.47	93.3	7%	40%	53%		
10. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- I appreciate _____'s willingness to share his knowledge with our team.
- _____ treats all employees with respect and in a very professional manner.
- In one word I can summarize _____ in leadership skill. WOW!
- Constantly working on improving the customer experience.

Punctuality

Summary Scores



11. Invoices clients on a timely basis.



12. Avoids making personal phone calls during working hours.



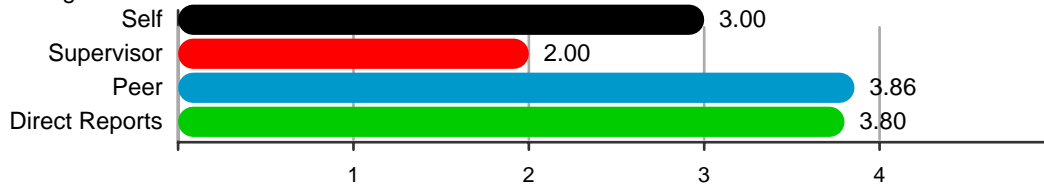
13. Responds to requests for information in a timely manner.



14. Maintains an efficient schedule of activities.



15. Starts meetings on time.



Level of Skill

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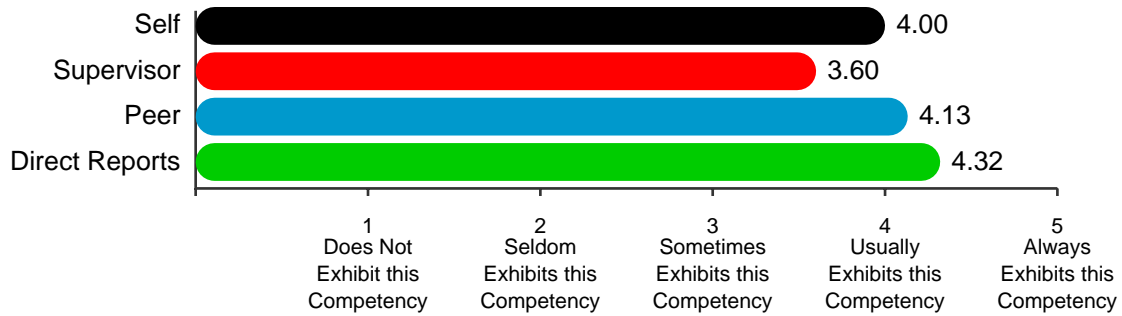
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Invoices clients on a timely basis.	15	4.60	100.0			40%	60%	
12. Avoids making personal phone calls during working hours.	15	4.27	100.0			73%	27%	
13. Responds to requests for information in a timely manner.	15	4.33	100.0			67%	33%	
14. Maintains an efficient schedule of activities.	15	3.93	73.3	27%		53%	20%	
15. Starts meetings on time.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Demonstrates a focus on the business goals through task prioritization.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- I honestly cannot think of anything that he could improve on.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- _____ can be counted on for his reliability.

Supervisory Skills

Summary Scores



16. Demonstrates empathy, respect, and openness to employees.



17. Holds employees accountable for work assignments.



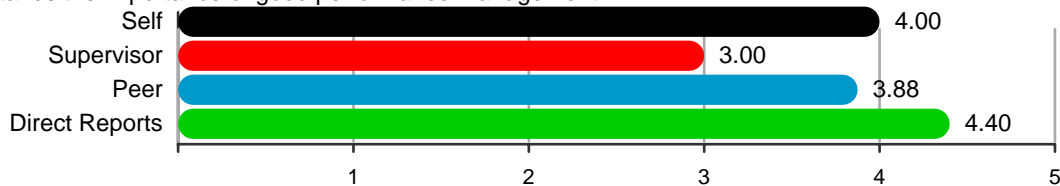
18. Is able to manage emotions during difficult times.



19. Demonstrates exemplary work performance that others should follow.



20. Understands the importance of good performance management.



Level of Skill

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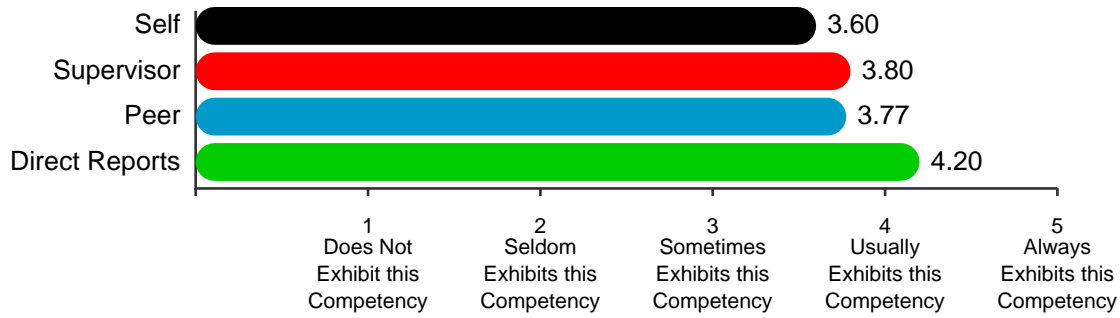
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Demonstrates empathy, respect, and openness to employees.	15	4.33	86.7	13%	40%	47%		
17. Holds employees accountable for work assignments.	15	4.27	93.3	7%	60%	33%		
18. Is able to manage emotions during difficult times.	14	4.00	92.9	7%	86%	7%		
19. Demonstrates exemplary work performance that others should follow.	14	4.14	85.7	7%	7%	50%	36%	
20. Understands the importance of good performance management.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.

Delegation

Summary Scores



21. Sets clear and reasonable expectations for others and follows through on their progress.



22. Allows employees to decide how they wish to complete the tasks.



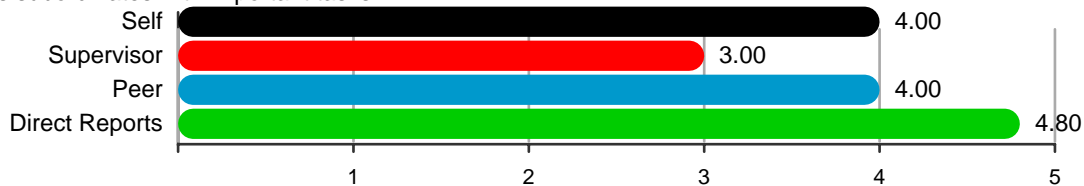
23. Assigns tasks to create learning opportunities for the employees.



24. Allows subordinates to use their own methods and procedures.



25. Entrusts subordinates with important tasks.



Level of Skill

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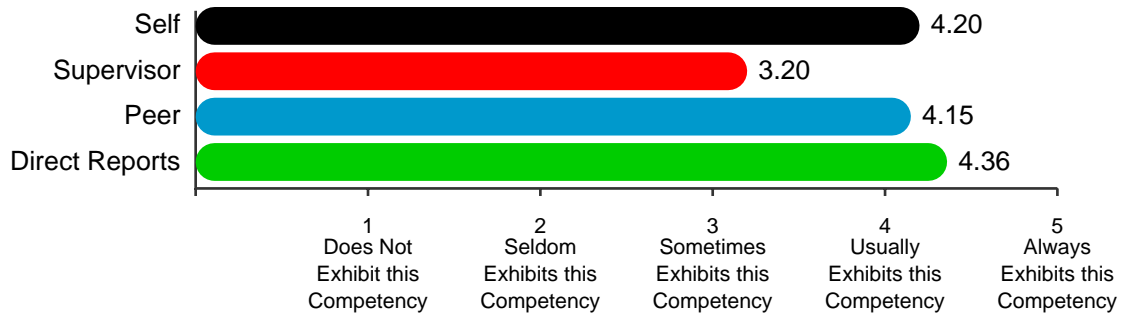
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.00	66.7	13%	20%	20%	47%	
22. Allows employees to decide how they wish to complete the tasks.	15	3.47	53.3	13%	33%		47%	7%
23. Assigns tasks to create learning opportunities for the employees.	15	3.60	66.7	13%	20%		60%	7%
24. Allows subordinates to use their own methods and procedures.	15	4.27	86.7	7%	7%	40%	47%	
25. Entrusts subordinates with important tasks.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

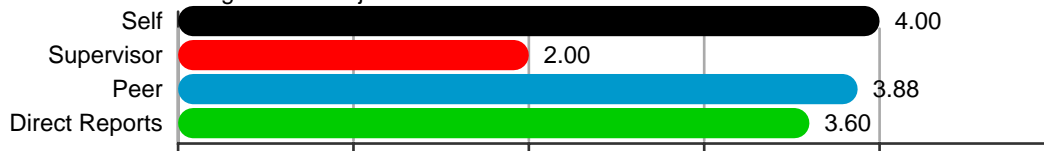
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- He is open to new ideas and ways to improve the service we provide.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.

Goals

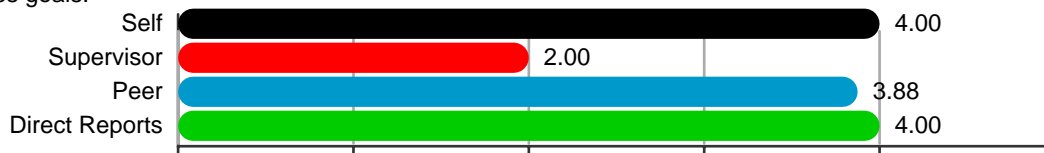
Summary Scores



26. Establishes and documents goals and objectives.



27. Achieves goals.



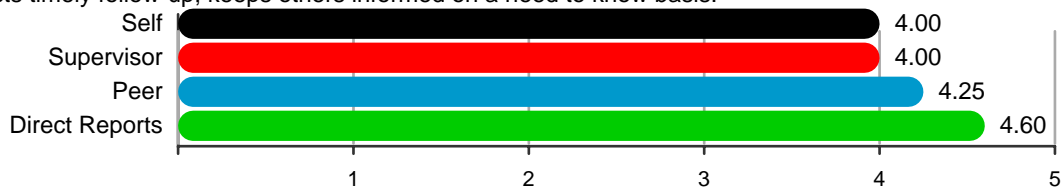
28. Achieves established goals.



29. Understands & contributes to development of strategic goals.



30. Conducts timely follow-up; keeps others informed on a need to know basis.



Level of Skill

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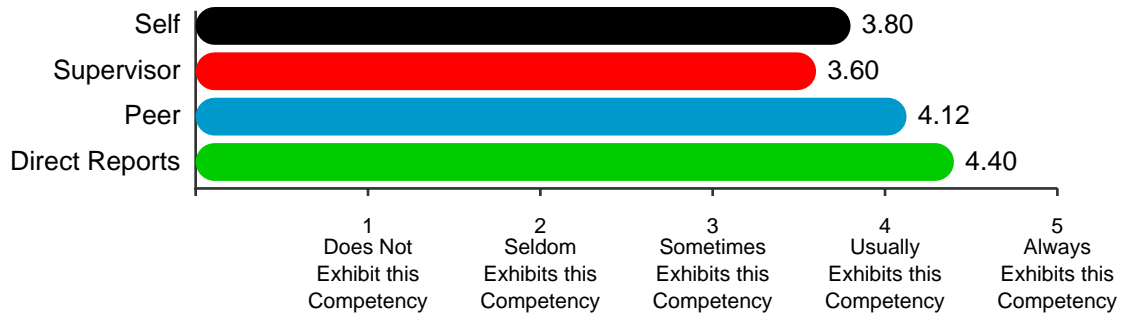
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Establishes and documents goals and objectives.	15	3.67	66.7	20%	13%	47%	20%	
27. Achieves goals.	15	3.80	73.3	20%	7%	47%	27%	
28. Achieves established goals.	15	4.33	86.7		13%	40%	47%	
29. Understands & contributes to development of strategic goals.	15	4.67	100.0			33%	67%	
30. Conducts timely follow-up; keeps others informed on a need to know basis.	15	4.33	100.0			67%	33%	

Comments:

- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- _____ is a great manager. Very supportive of his staff.
- _____ always has the customer at the center of focus.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.

Managing Risk

Summary Scores



31. Performs regular risk analyses to minimize adverse outcomes.



32. Is knowledgeable of standard risk management principles.



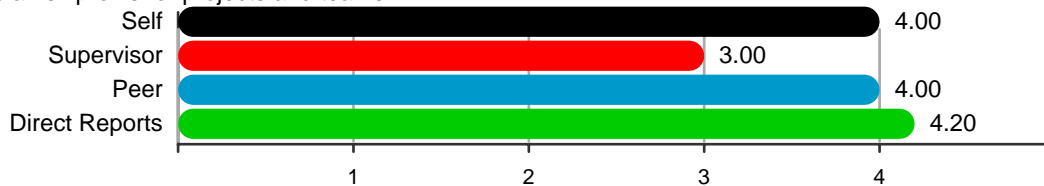
33. Effectively responds to critical situations to reduce potential for losses.



34. Develops policies for risk management.



35. Creates a risk profile for projects and teams.



Level of Skill

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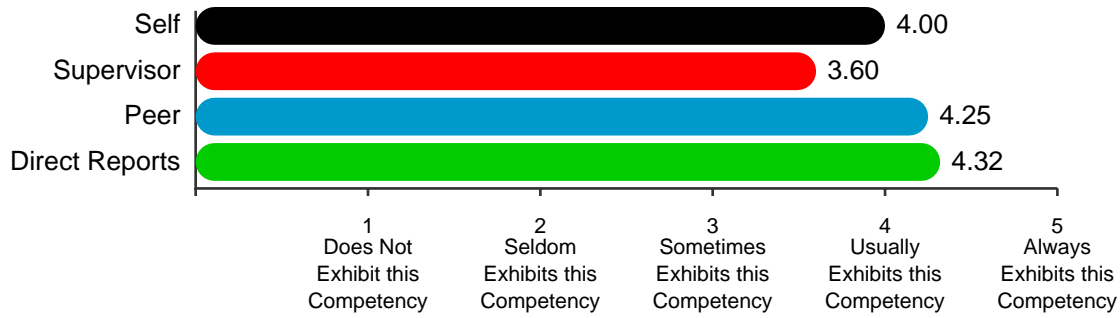
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Performs regular risk analyses to minimize adverse outcomes.	15	4.07	80.0	20%		53%		27%
32. Is knowledgeable of standard risk management principles.	15	4.47	100.0		53%		47%	
33. Effectively responds to critical situations to reduce potential for losses.	15	4.13	80.0	20%		47%		33%
34. Develops policies for risk management.	15	4.13	86.7	13%		60%		27%
35. Creates a risk profile for projects and teams.	15	4.00	80.0	20%		60%		20%

Comments:

- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.

Negotiation

Summary Scores



36. Is able to decline bad ideas to avoid making poor decisions.



37. Leverages relationships with others to achieve goals.



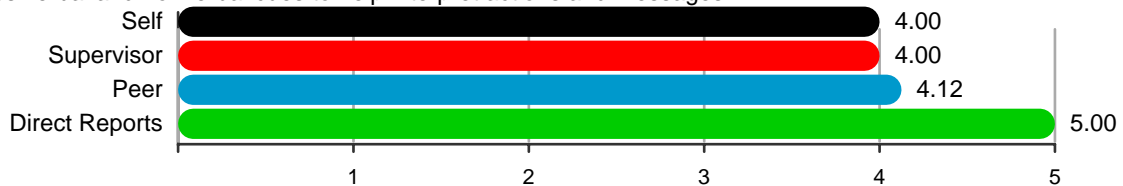
38. Maintains communication channels between parties in the negotiation.



39. Able to say "no" when it is essential to maintaining quality and high standards.



40. Identifies verbal and nonverbal cues to help interpret actions and messages.



Level of Skill

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36. Is able to decline bad ideas to avoid making poor decisions.	15	4.33	100.0			67%		33%
37. Leverages relationships with others to achieve goals.	15	3.93	80.0	13%	7%	53%		27%
38. Maintains communication channels between parties in the negotiation.	15	4.27	86.7		13%	47%		40%
39. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.13	86.7		13%	60%		27%
40. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	4.40	93.3		7%	47%		47%

Comments:

- _____ has an impressive vision for the company.
- He is very supportive of us and the job we do.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.

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 honestly cannot think of anything to recommend that would help him to improve at this point.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- Has good intentions, but follow through needs more work.

What do you like best about working with this individual?

- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- In one word I can summarize _____ in leadership skill. WOW!
- The few problems we have experienced during these changes is a reflection of _____'s leadership.

What do you like least about working with this individual?

- He is such a positive person and always willing to pitch in where help is needed.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- 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.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- His quality of work is good.

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

- _____ is a valuable resource to the organization and the team.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- I have observed _____ work with his staff and team on improvement activities. He 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.
- He does follow up and follow through.
- I do very much appreciate that _____ will support me in a decision when needed.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.

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

- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- He is a great leader.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- _____ is a great listener and leader for the department.

Any final comments?

- 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 _____.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- _____ is very responsive and provides great support service.
- Uses his people skills to change negative situations into positive.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.