



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.

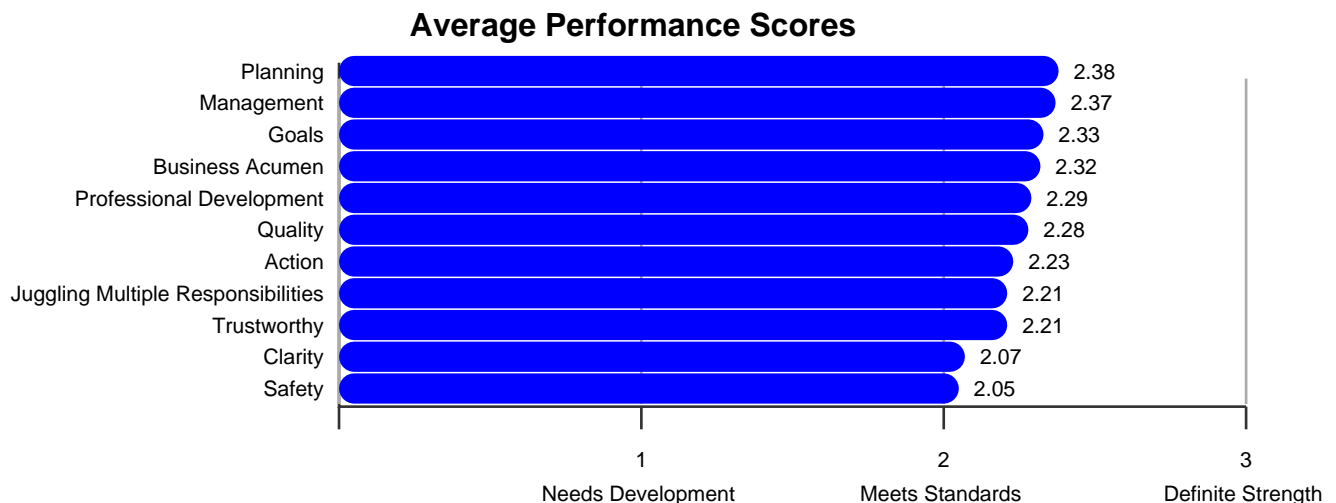
What to Do with Your Feedback

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.



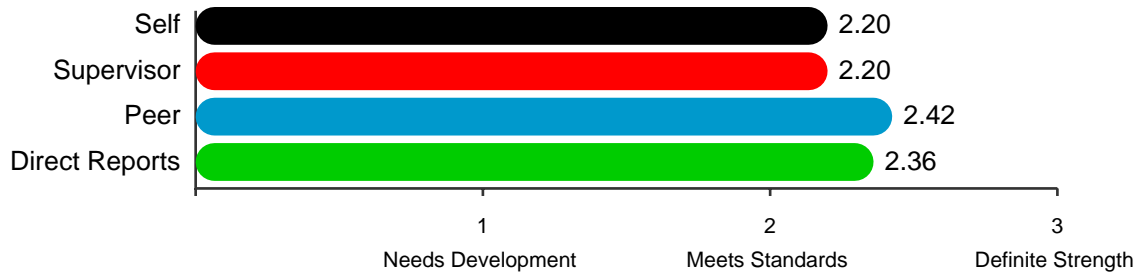
Gap Analysis

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.



Management

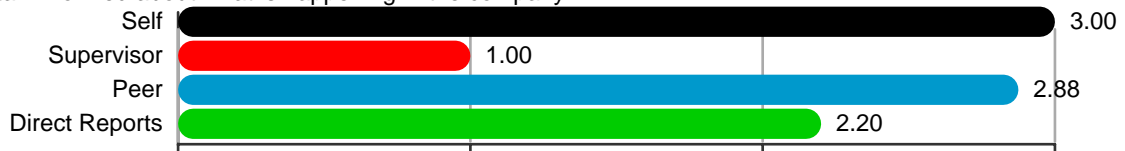
Summary Scores



1. Delegate tasks effectively



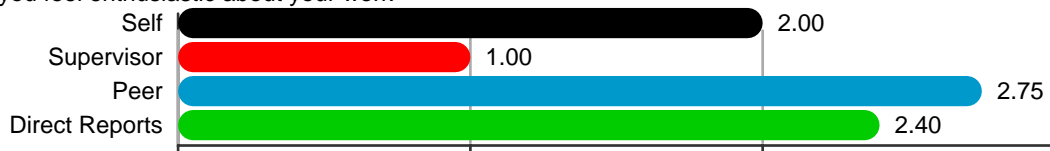
2. Keep staff informed about what is happening in the company



3. Is ready to offer help



4. Makes you feel enthusiastic about your work



5. Sets an example for others to follow



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).

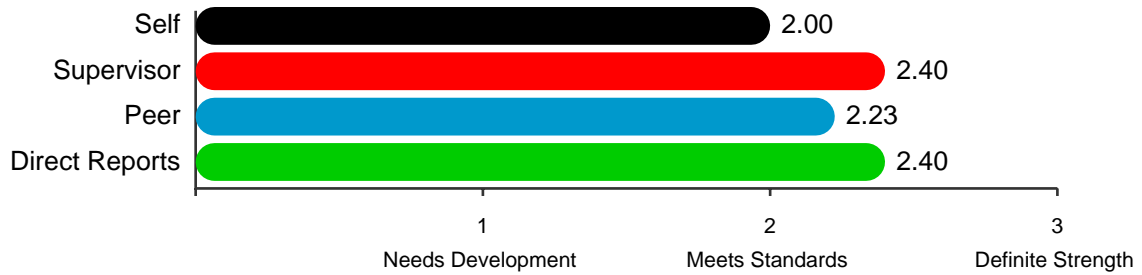
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Delegate tasks effectively	15	2.27	33.3	7%	60%	33%
2. Keep staff informed about what is happening in the company	15	2.53	73.3	20%	7%	73%
3. Is ready to offer help	15	2.33	40.0	7%	53%	40%
4. Makes you feel enthusiastic about your work	15	2.47	53.3	7%	40%	53%
5. Sets an example for others to follow	15	2.27	40.0	13%	47%	40%

Comments:

- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- I find her to be a stellar asset to our team at [CompanyName].
- ___ leads by example.

Quality

Summary Scores



6. Encourages others to achieve high quality standards.



7. Holds employees accountable for their quality of work.



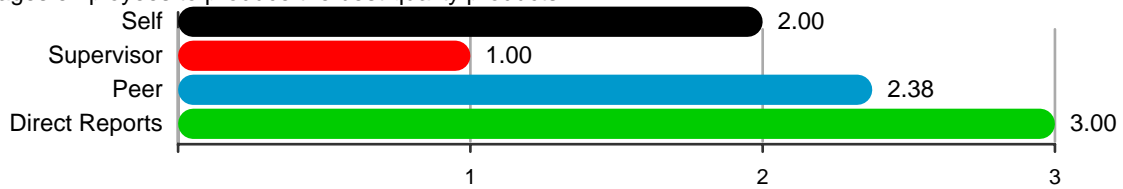
8. Always strives to produce the highest quality work products.



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



10. Encourages employees to produce the best quality products.



Level of Skill

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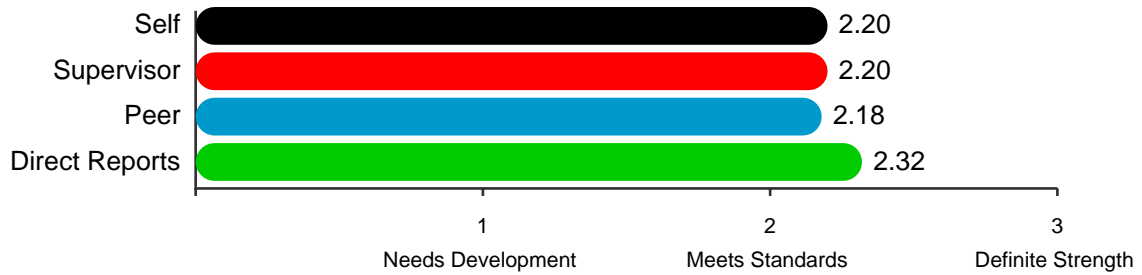
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Encourages others to achieve high quality standards.	15	2.13	33.3	20%	47%	33%
7. Holds employees accountable for their quality of work.	15	2.07	26.7	20%	53%	27%
8. Always strives to produce the highest quality work products.	15	2.33	40.0	7%	53%	40%
9. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.40	53.3	13%	33%	53%
10. Encourages employees to produce the best quality products.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ continually is analyzing our current states and identifying areas that we can improve.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- Her communication style can also come across as very directive at times to peers and subordinates.
- She is a natural and perfect fit for the CFO position.
- ___ knows her team very well and is gaining the same knowledge in regards to her team

Action

Summary Scores



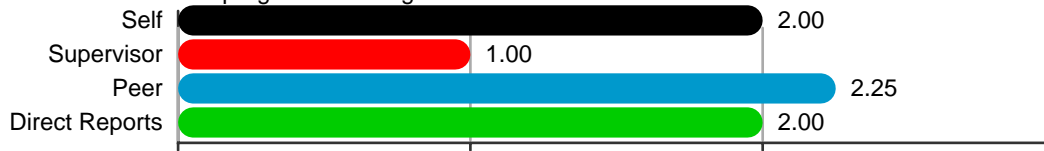
11. Motivates & supports others to gain skills



12. Works quickly when faced with difficult problems.



13. Drives and mobilizes others progress toward goals.



14. Displays high energy and enthusiasm on consistent basis.



15. Makes effective decisions, even when under pressure.



Level of Skill

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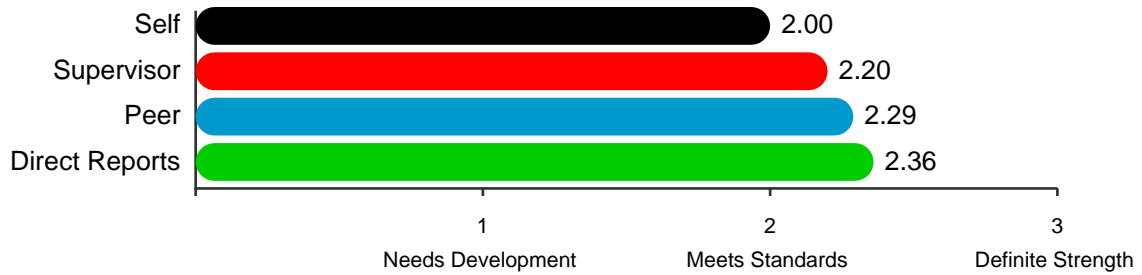
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Motivates & supports others to gain skills	15	2.33	40.0	7%	53%	40%
12. Works quickly when faced with difficult problems.	15	2.07	20.0	13%	67%	20%
13. Drives and mobilizes others progress toward goals.	15	2.07	26.7	20%	53%	27%
14. Displays high energy and enthusiasm on consistent basis.	15	2.27	40.0	13%	47%	40%
15. Makes effective decisions, even when under pressure.	14	2.43	50.0	7%	43%	50%

Comments:

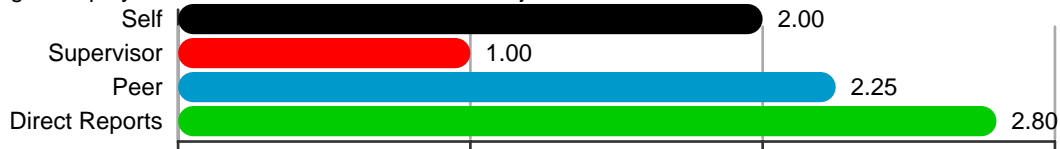
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- She has been both a great co-worker and mentor to me.
- ___ has a calm and professional style.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.

Professional Development

Summary Scores



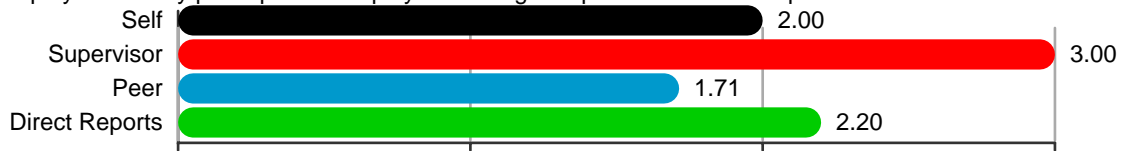
16. Encourages employees to take courses relevant to their job.



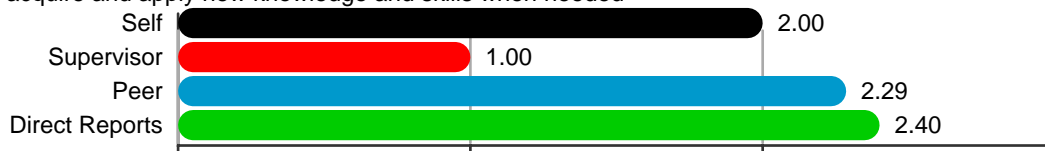
17. Seeks opportunities for continuous learning.



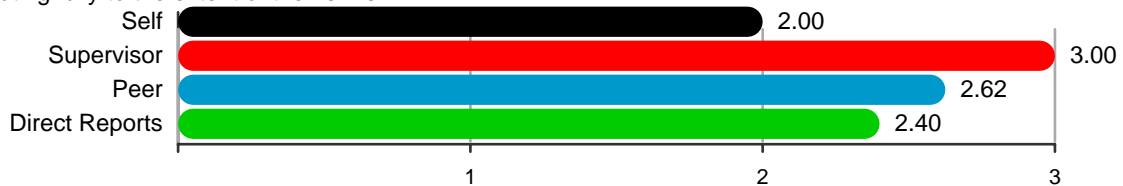
18. Allows employees to fully participate in employee training and professional development.



19. Quickly acquire and apply new knowledge and skills when needed



20. Contributing fully to the extent of their skills



Level of Skill

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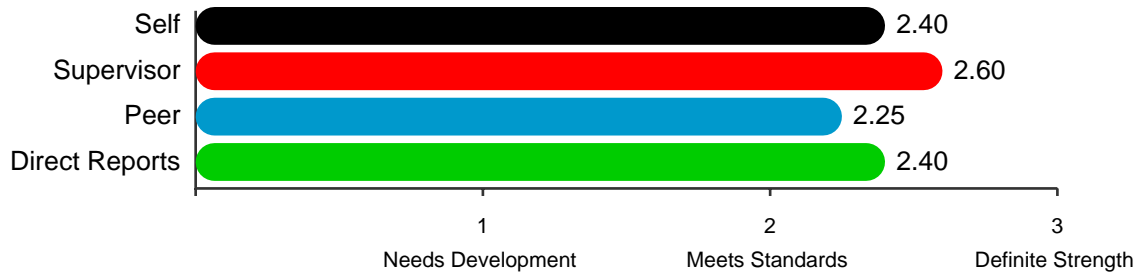
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Encourages employees to take courses relevant to their job.	15	2.33	46.7	13%	40%	47%
17. Seeks opportunities for continuous learning.	15	2.33	40.0	7%	53%	40%
18. Allows employees to fully participate in employee training and professional development.	14	2.00	14.3	14%	71%	14%
19. Quickly acquire and apply new knowledge and skills when needed	14	2.21	42.9	21%	36%	43%
20. Contributing fully to the extent of their skills	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- It's been a pleasure to work for her.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

Goals

Summary Scores



21. Goal Setting



22. Achieves established goals.



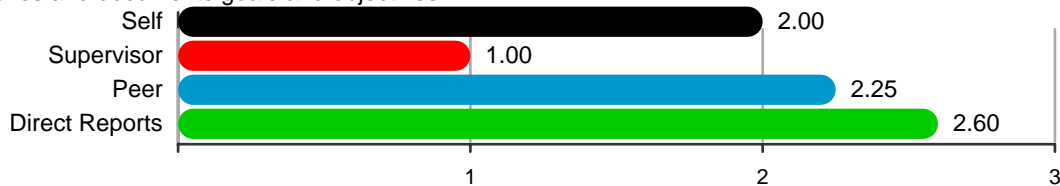
23. Understands & contributes to development of strategic goals.



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



25. Establishes and documents goals and objectives.



Level of Skill

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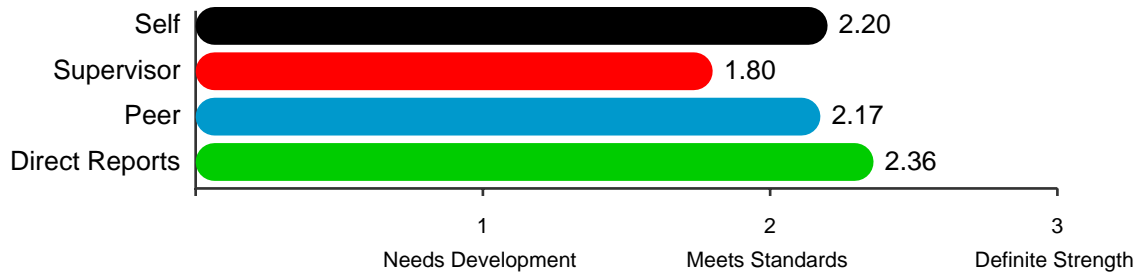
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Goal Setting	15	2.60	66.7	7%	27%	67%
22. Achieves established goals.	15	2.33	40.0	7%	53%	40%
23. Understands & contributes to development of strategic goals.	15	2.07	20.0	13%	67%	20%
24. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.40	53.3	13%	33%	53%
25. Establishes and documents goals and objectives.	15	2.27	53.3	27%	20%	53%

Comments:

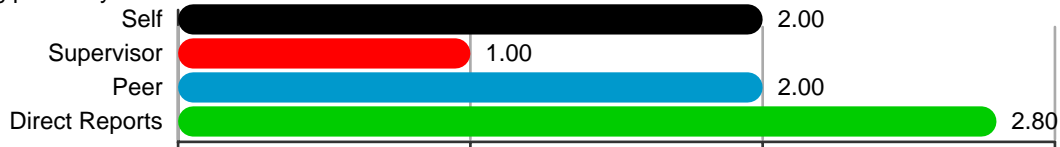
- She's a good and reliable team member.
- Transparency and honesty is important early in the process.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- I appreciate ___'s willingness to share her knowledge with our team.
- ___ is very responsive and provides great support service.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments

Juggling Multiple Responsibilities

Summary Scores



26. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.



27. Keeps track of multiple assignments and deadlines.



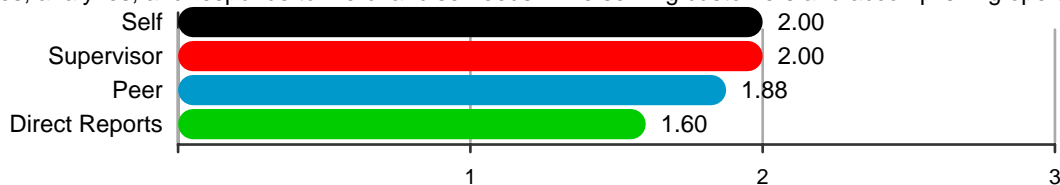
28. Uses a scheduler/planner to keep tasks organized and on time.



29. Ensures that assignments are prioritized according to the needs of the department/company.



30. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.



Level of Skill

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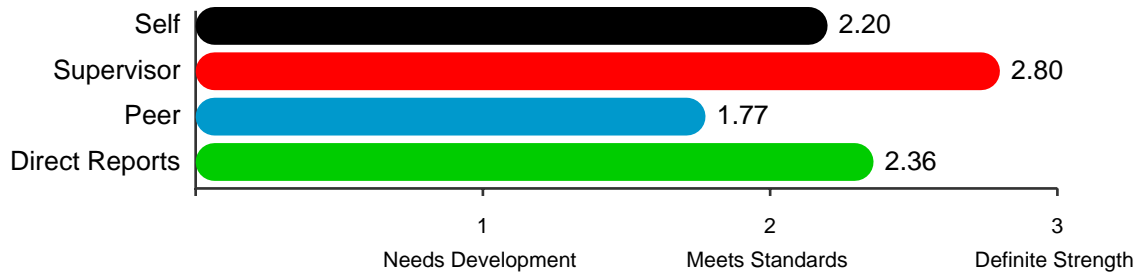
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	2.20	33.3	13%	53%	33%
27. Keeps track of multiple assignments and deadlines.	15	2.00	26.7	27%	47%	27%
28. Uses a scheduler/planner to keep tasks organized and on time.	15	2.47	53.3	7%	40%	53%
29. Ensures that assignments are prioritized according to the needs of the department/company.	15	2.60	60.0		40%	60%
30. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ is an excellent communicator and is very open and supportive to her staff.
- I cannot say if she challenges others.
- The department is lucky to have her.
- She had done amazingly well considering all of the global threats to the product line.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.

Clarity

Summary Scores



31. Is clear about goals that need to be achieved.



32. Is clear about the roles and duties of team members.



33. Avoids stating unclear or conflicting goals.



34. Uses appropriate grammar and tense in communications.



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



Level of Skill

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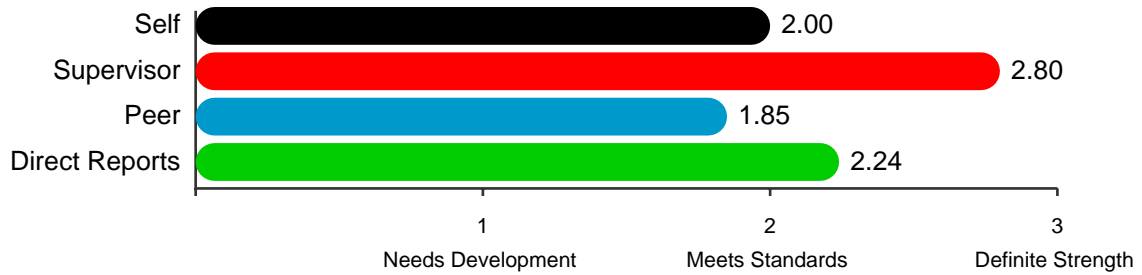
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Is clear about goals that need to be achieved.	15	2.13	33.3	20%	47%	33%
32. Is clear about the roles and duties of team members.	15	2.13	33.3	20%	47%	33%
33. Avoids stating unclear or conflicting goals.	15	2.07	33.3	27%	40%	33%
34. Uses appropriate grammar and tense in communications.	15	2.13	26.7	13%	60%	27%
35. Writes clear job descriptions for positions in the organization.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- Is reliable and keeps the team focused on the delivery of outcomes.
- 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.

Safety

Summary Scores



36. Performs work safely.



37. Commits adequate resources toward safety measures.



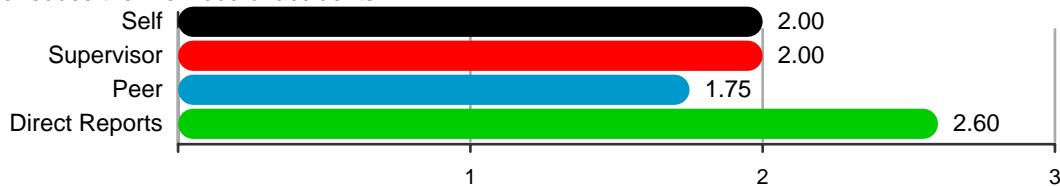
38. Identifies and addresses safety needs.



39. Supports safety programs and procedures.



40. Seeks to reduce the likelihood of accidents.



Level of Skill

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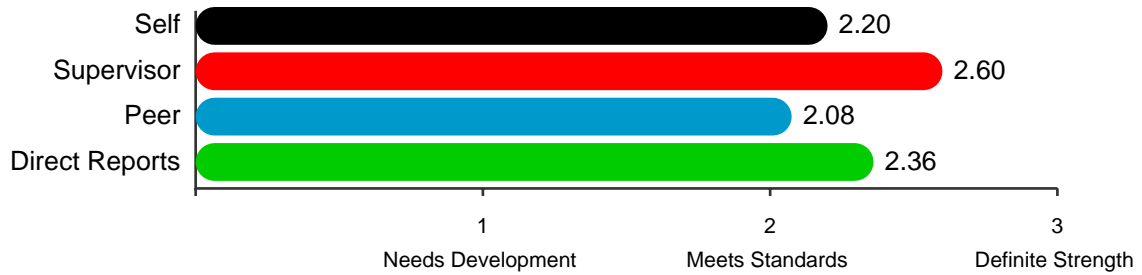
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Performs work safely.	15	1.87	20.0	33%	47%	20%
37. Commits adequate resources toward safety measures.	15	1.93	13.3	20%	67%	13%
38. Identifies and addresses safety needs.	15	2.07	33.3	27%	40%	33%
39. Supports safety programs and procedures.	15	2.33	33.3		67%	33%
40. Seeks to reduce the likelihood of accidents.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- When I bring a problem to ___ she 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 her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.

Trustworthy

Summary Scores



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



42. Delivers on promises made.



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



44. Consistently keeps commitments.



45. Demonstrates congruence between statements and actions.



Level of Skill

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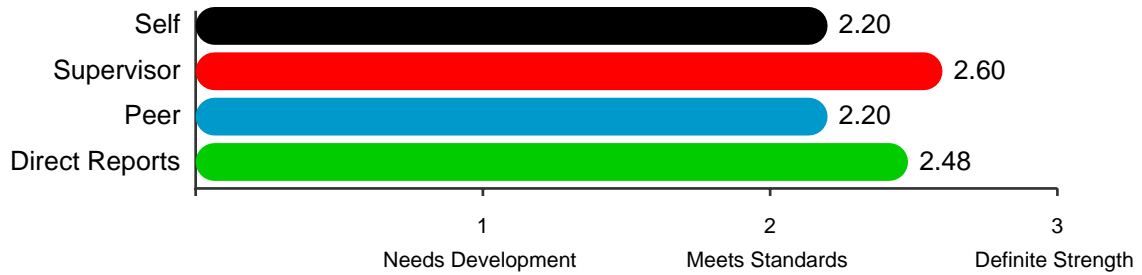
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Demonstrates a sense of responsibility and commitment to public trust.	15	2.00	26.7	27%	47%	27%
42. Delivers on promises made.	15	2.13	33.3	20%	47%	33%
43. Works in a way that makes others want to work with her/him.	15	2.20	40.0	20%	40%	40%
44. Consistently keeps commitments.	15	2.20	26.7	7%	67%	27%
45. Demonstrates congruence between statements and actions.	15	2.53	60.0	7%	33%	60%

Comments:

- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.

Business Acumen

Summary Scores



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



47. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



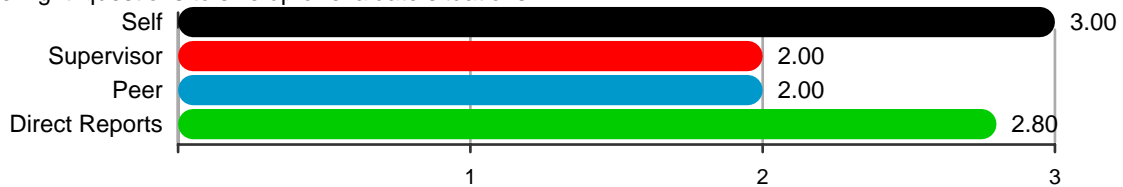
48. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



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



50. Asks the 'right' questions to size up or evaluate situations.



Level of Skill

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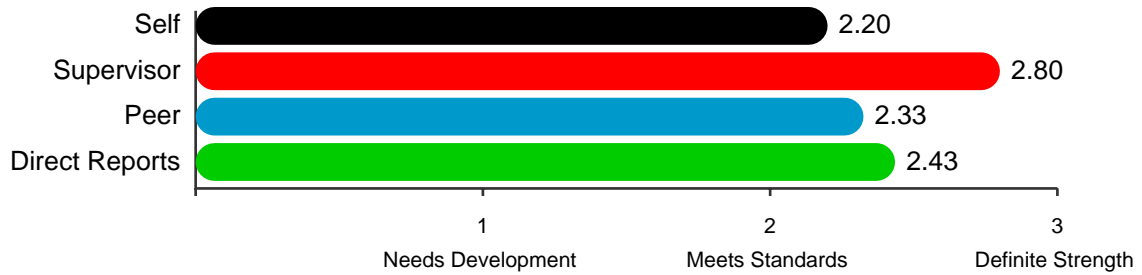
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Considers impact of actions on other areas of the organization.	15	2.27	26.7		73%	27%
47. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.13	26.7	13%	60%	27%
48. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.40	40.0		60%	40%
49. Applies the knowledge of work processes to influence the achievement of business goals	15	2.47	46.7		53%	47%
50. Asks the 'right' questions to size up or evaluate situations.	15	2.33	46.7	13%	40%	47%

Comments:

- She is becoming more comfortable to deliver critical feedback.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.

Planning

Summary Scores



51. Anticipates obstacles and ways to overcome them.



52. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



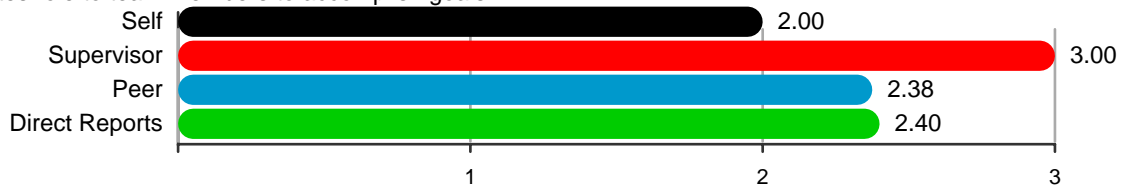
53. Able to look ahead (beyond the present) when addressing the work/needs of the department.



54. Makes plans and follows through.



55. Delegates role to team members to accomplish 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
51. Anticipates obstacles and ways to overcome them.	14	2.21	28.6	7%	64%	29%
52. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	14	2.29	42.9	14%	43%	43%
53. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	2.53	53.3		47%	53%
54. Makes plans and follows through.	15	2.47	46.7		53%	47%
55. Delegates role to team members to accomplish goals.	15	2.40	40.0		60%	40%

Comments:

- She encourages teammates more as a peer than a coach.
- ___ has a calm and professional style.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- She strives to be an effective and available leader.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ is a outstanding manager.

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 enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ 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].
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- She recognized where I needed help and supported me in making the case to get it.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.

What do you like best about working with this individual?

- She is always looking to and listening to the staff for their and needs.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- ___ takes people where they want to go and pushes them to be their own success.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.

What do you like least about working with this individual?

- Always has the company's best interest at heart.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- Having a routine for schedule and coming to office more frequently

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

- ___ has excellent job and people skills.
- When dealing with HR issues my HR business partner is always involved.
- She clearly assigns our responsibilities by our individual strengths.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- She will sit down with all parties involved before she makes a decision.
- I am VERY fortunate to be on her team and part of this division.

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

- She could benefit from understanding about how to create resolution and clarity.
- She is such a positive person and always willing to pitch in where help is needed.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- ___ is very clear about her expectations and I appreciate this.

Any final comments?

- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- She has a calm demeanor and willingness to help with anything.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.