



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

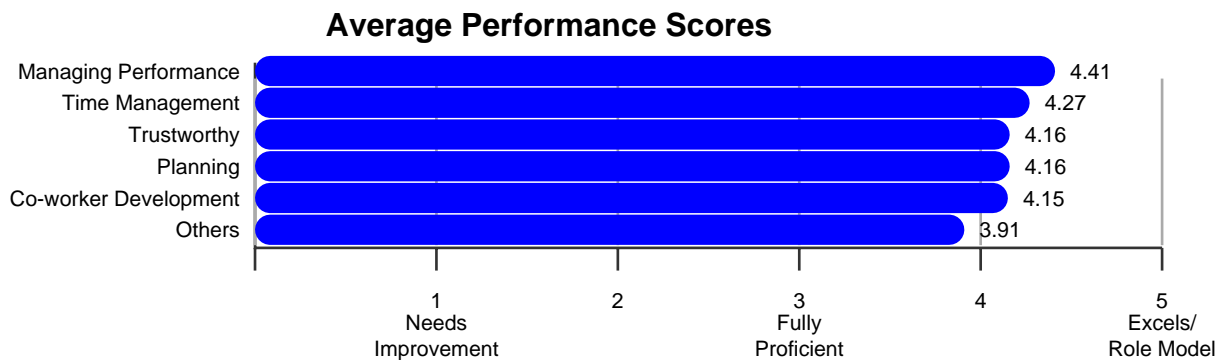
What to Do with Your Feedback

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

Summary

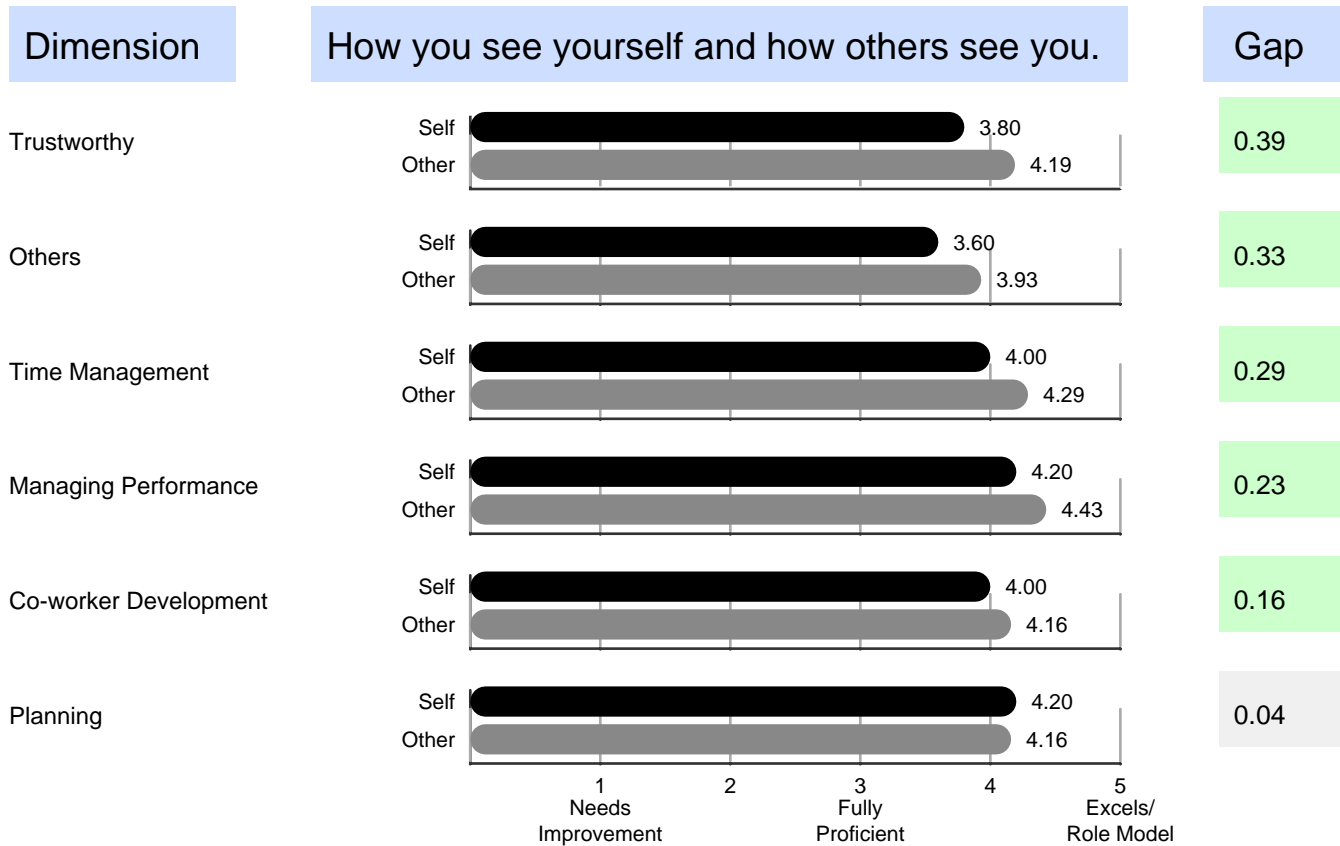
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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



Gap Analysis

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



Managing Performance

Summary Scores



1. Aligns individual and team goals with the organization's goals and objectives.



2. Measures performance of goals and objectives.



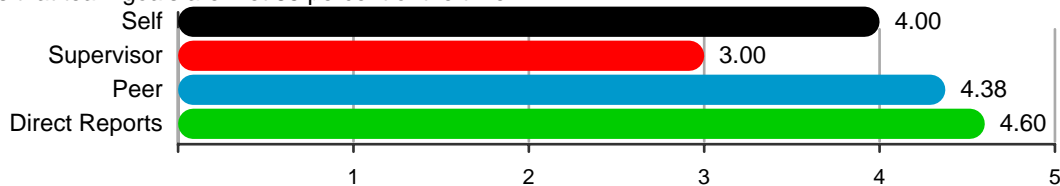
3. Recognizes and values good performance.



4. Makes sure commitments are understood and met.



5. Ensures that team goals are met 85 percent of the time.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Aligns individual and team goals with the organization's goals and objectives.	15	4.20	93.3	7%	67%	27%
2. Measures performance of goals and objectives.	15	4.87	100.0	13%	87%	
3. Recognizes and values good performance.	15	4.27	93.3	7%	60%	33%
4. Makes sure commitments are understood and met.	15	4.40	86.7	13%	33%	53%
5. Ensures that team goals are met 85 percent of the time.	15	4.33	93.3	7%	53%	40%

Comments:

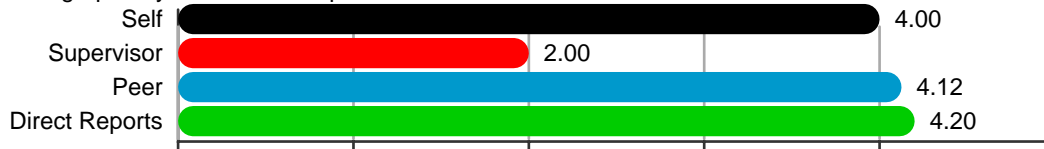
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his 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 him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- He removes barriers so that we can do our job to the best of our ability.

Time Management

Summary Scores



6. Completes high-priority work within required timelines.



7. Uses agendas when chairing or facilitating meetings.



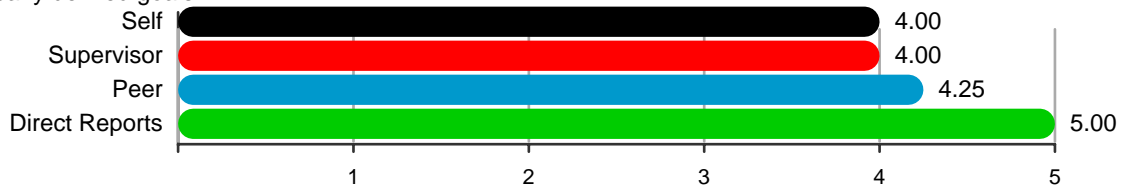
8. Focuses on tasks that have high priority.



9. Deals effectively with interruptions.



10. Sets clearly defined 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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Completes high-priority work within required timelines.	15	4.00	80.0	7%	13%	53%		27%
7. Uses agendas when chairing or facilitating meetings.	15	4.07	80.0		20%	53%		27%
8. Focuses on tasks that have high priority.	15	4.33	93.3	7%		47%		47%
9. Deals effectively with interruptions.	15	4.47	93.3	7%		40%		53%
10. Sets clearly defined goals.	15	4.47	93.3	7%		40%		53%

Comments:

- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- He removes barriers so that we can do our job to the best of our ability.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.

Trustworthy

Summary Scores



11. Takes ownership, delivers on commitments



12. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



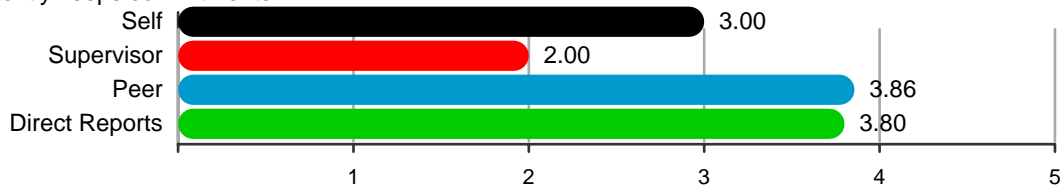
13. Takes care to maintain confidential information.



14. Builds and maintains the trust of others.



15. Consistently keeps commitments.



Level of Skill

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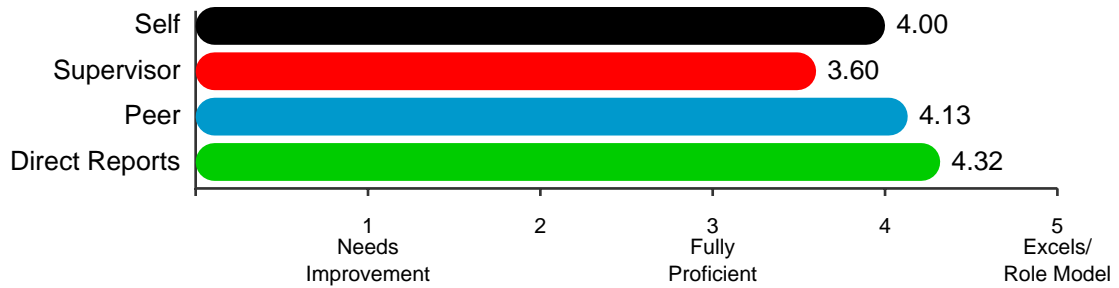
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Takes ownership, delivers on commitments	15	4.60	100.0	40%	60%	
12. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.27	100.0	73%	27%	
13. Takes care to maintain confidential information.	15	4.33	100.0	67%	33%	
14. Builds and maintains the trust of others.	15	3.93	73.3	27%	53%	20%
15. Consistently keeps commitments.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- He is willing to fill in with daily workload when we are short staffed.
- He makes me feel like an important and valued team member.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- I will always welcome _____'s direct, honest, caring feedback.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- He can ask a question and truly listen to the answer before giving feedback.

Co-worker Development

Summary Scores



16. Takes immediate action on poor performance



17. Works to identify root causes of performance problems



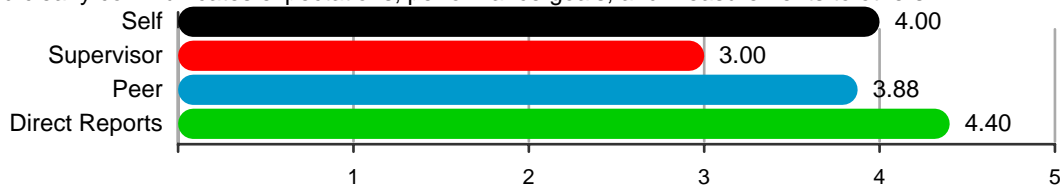
18. Provides ongoing feedback to co-workers on their development progress



19. Adapts coaching and mentoring approach to meet the style or needs of individuals



20. Sets and clearly communicates expectations, performance goals, and measurements to others



Level of Skill

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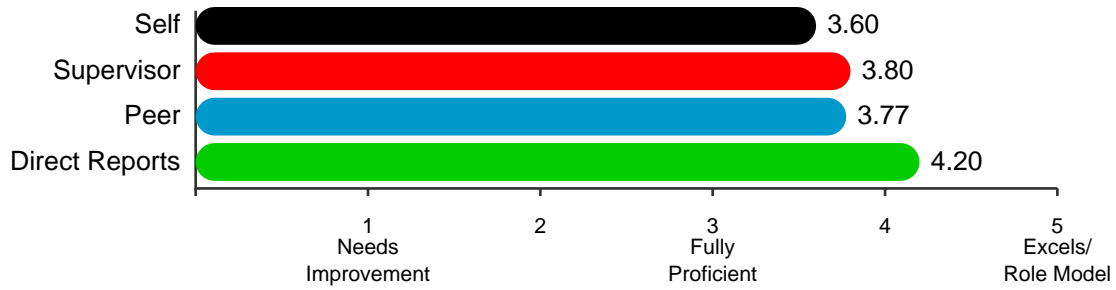
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Takes immediate action on poor performance	15	4.33	86.7	13%	40%	47%	
17. Works to identify root causes of performance problems	15	4.27	93.3	7%	60%	33%	
18. Provides ongoing feedback to co-workers on their development progress	14	4.00	92.9	7%	86%	7%	
19. Adapts coaching and mentoring approach to meet the style or needs of individuals	14	4.14	85.7	7%	7%	50%	36%
20. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.00	66.7	7%	27%	27%	40%

Comments:

- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- _____ 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.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- He inspires us to remember that as leaders, anything's possible.
- Show others it is possible to understand both sides without having to agree all the time.

Others

Summary Scores



21. Forms working relationships with employees from other departments.



22. Respects the opinions of other employees.



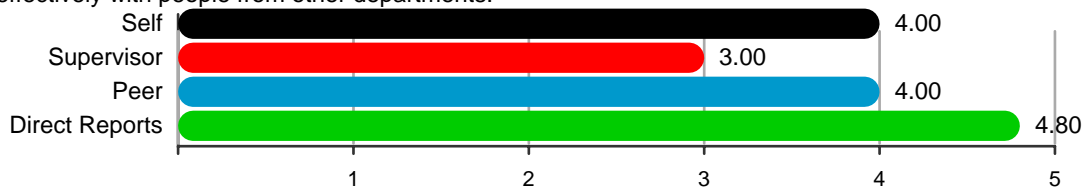
23. Treats others with respect and dignity.



24. Consistently demonstrates ability and willingness to trust others.



25. Works effectively with people from other departments.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

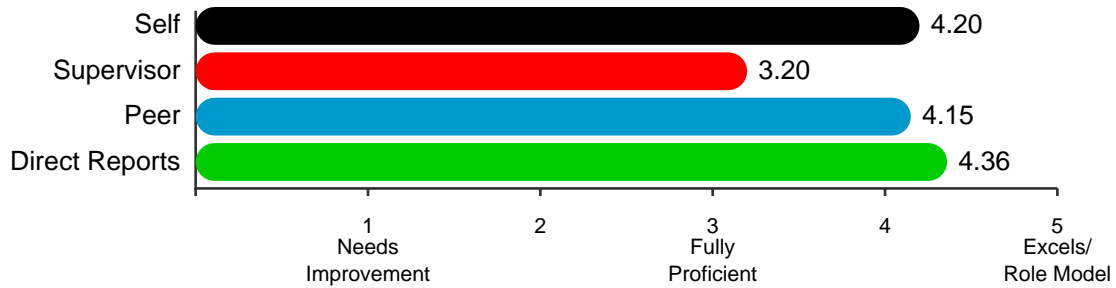
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Forms working relationships with employees from other departments.	15	4.00	66.7	13%	20%	20%	47%
22. Respects the opinions of other employees.	15	3.47	53.3	13%	33%	47%	7%
23. Treats others with respect and dignity.	15	3.60	66.7	13%	20%	60%	7%
24. Consistently demonstrates ability and willingness to trust others.	15	4.27	86.7	7%	7%	40%	47%
25. Works effectively with people from other departments.	15	4.20	80.0	7%	13%	33%	47%

Comments:

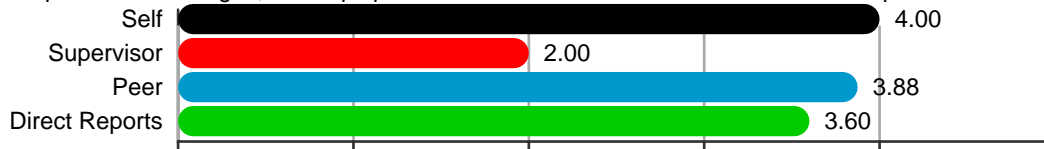
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- He can always be counted on to do what he commits to.
- Great year of growth!
- _____ is an extremely effective leader.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- _____ 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.

Planning

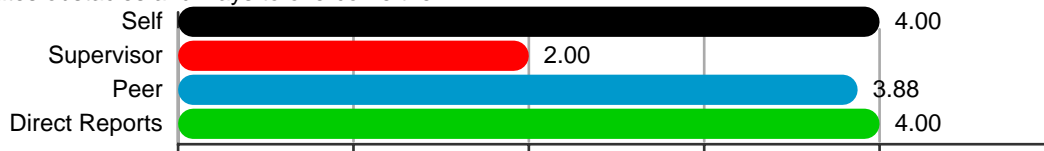
Summary Scores



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



27. Anticipates obstacles and ways to overcome them.



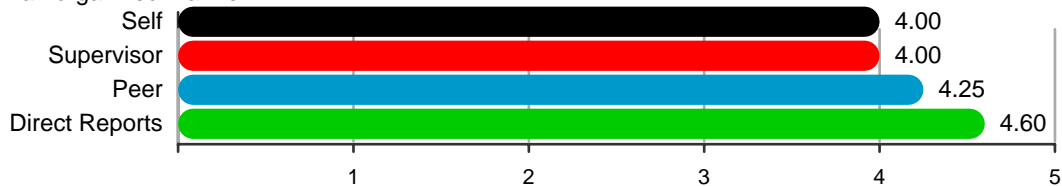
28. Able to identify the needs of the department before a major change.



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



30. Works in an organized manner



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.67	66.7	20%	13%	47%		20%
27. Anticipates obstacles and ways to overcome them.	15	3.80	73.3	20%	7%	47%		27%
28. Able to identify the needs of the department before a major change.	15	4.33	86.7	13%		40%		47%
29. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.67	100.0			33%		67%
30. Works in an organized manner	15	4.33	100.0			67%		33%

Comments:

- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- _____ is very professional in dealing with his peers and the staff.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.

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?

- _____ takes pride in his department. His follow through is excellent. _____ leads by example.
- _____ leads by example in each of the areas noted above.
- I honestly cannot think of anything that he could improve on.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.

What do you like best about working with this individual?

- He communicates clearly, and is always willing to listen attentively.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- I truly enjoy working with _____ on a daily basis.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- _____ is determined to help make [CompanyName] successful.

What do you like least about working with this individual?

- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- _____ collaborates well with other departments and managers.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- I am very surprised and impressed with _____'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

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

- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- 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 goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- _____ does not beat around the bush nor does he have hidden agendas.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team member fits within the departmental goals.

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

- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- He has a vast storehouse of knowledge about the facility and our policies.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- He is a strong leader complemented with sound judgement
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Strive for excellence. Willing to learn. Implement advice from others.

Any final comments?

- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- _____ exemplifies all of these qualities.
- I really appreciate him as a member of the team.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.