



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

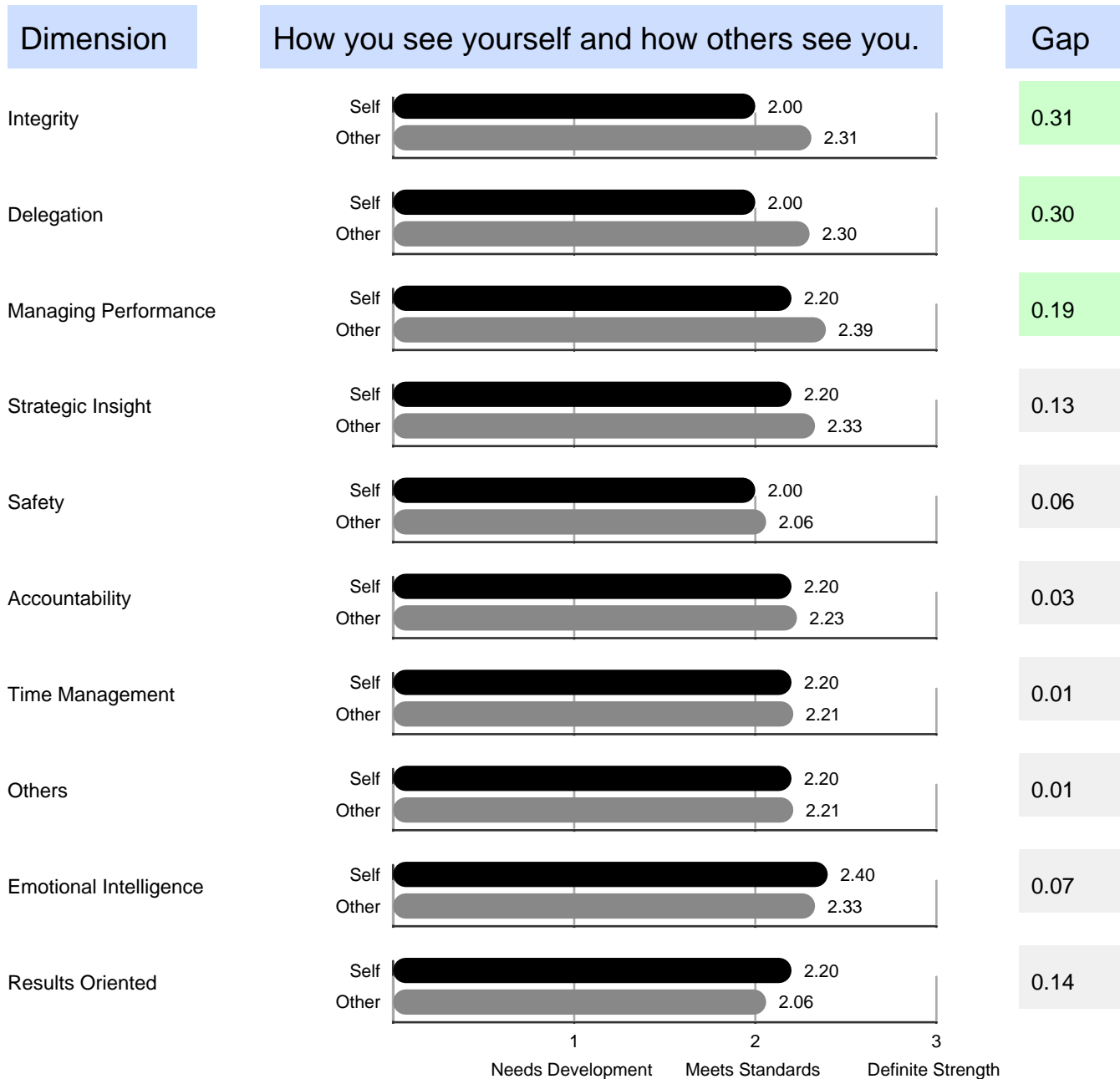
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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

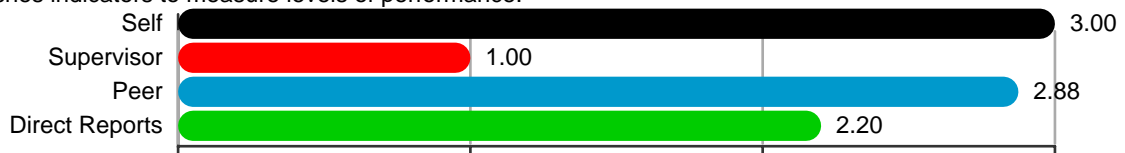
Summary Scores



1. Informs team members how their performance compares to stated goals.



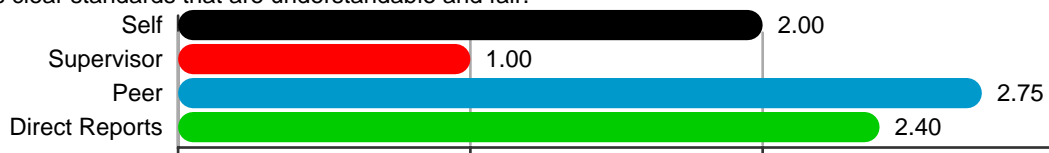
2. Establishes indicators to measure levels of performance.



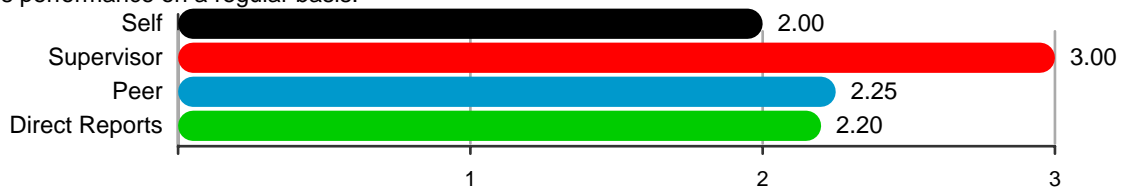
3. Finds the most efficient way of doing things.



4. Creates clear standards that are understandable and fair.



5. Monitors performance on a regular basis.



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. Informs team members how their performance compares to stated goals.	15	2.27	33.3	7%	60%	33%
2. Establishes indicators to measure levels of performance.	15	2.53	73.3	20%	7%	73%
3. Finds the most efficient way of doing things.	15	2.33	40.0	7%	53%	40%
4. Creates clear standards that are understandable and fair.	15	2.47	53.3	7%	40%	53%
5. Monitors performance on a regular basis.	15	2.27	40.0	13%	47%	40%

Comments:

- just know going through the hiring process with her.
- She is friendly, courteous, and kind all while being very professional.
- She could improve with a take charge attitude.
- ___ 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.
- Seek and provide critical feedback.
- ___ 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.

Delegation

Summary Scores



6. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



7. Encourages and empowers others to use initiative in achieving goals and objectives.



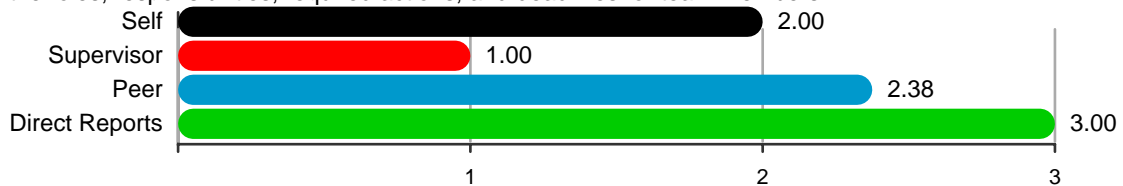
8. Allows employees to decide how they wish to complete the tasks.



9. Delegates the right tasks to the right people.



10. Defines the roles, responsibilities, required actions, and deadlines for team members.



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. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.13	33.3	20%	47%	33%
7. Encourages and empowers others to use initiative in achieving goals and objectives.	15	2.07	26.7	20%	53%	27%
8. Allows employees to decide how they wish to complete the tasks.	15	2.33	40.0	7%	53%	40%
9. Delegates the right tasks to the right people.	15	2.40	53.3	13%	33%	53%
10. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.47	60.0	13%	27%	60%

Comments:

- She has a calm demeanor and willingness to help with anything.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- I appreciate her dedication to the department employees.
- ___ 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.
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

Accountability

Summary Scores



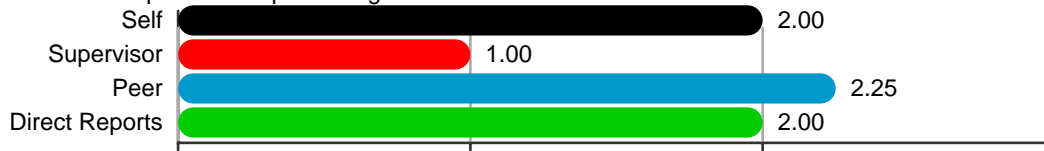
11. Can be counted on to do what they say they are going to do.



12. Keeps their word and does what they say they will do.



13. Creates a consistent process for prioritizing work.



14. Able to effectively limit risk-taking while maintaining optimal performance.



15. Takes responsibility for results.



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. Can be counted on to do what they say they are going to do.	15	2.33	40.0	7%	53%	40%
12. Keeps their word and does what they say they will do.	15	2.07	20.0	13%	67%	20%
13. Creates a consistent process for prioritizing work.	15	2.07	26.7	20%	53%	27%
14. Able to effectively limit risk-taking while maintaining optimal performance.	15	2.27	40.0	13%	47%	40%
15. Takes responsibility for results.	14	2.43	50.0	7%	43%	50%

Comments:

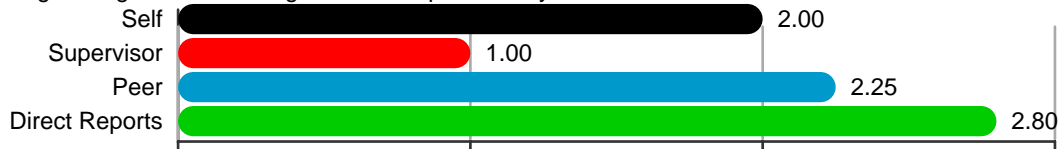
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ___ is an excellent manager.
- I feel confident as if she treats us all as equals.
- She is a very diligent hard worker.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.

Integrity

Summary Scores



16. Does the right thing even when negative consequence may result.



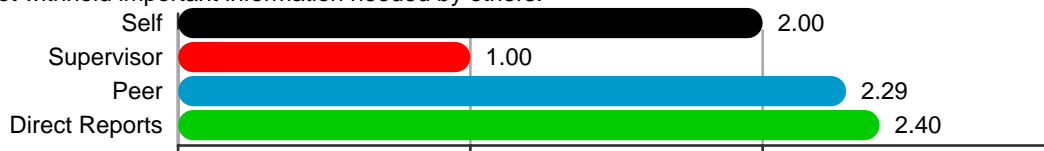
17. Maintains strong relationships with others.



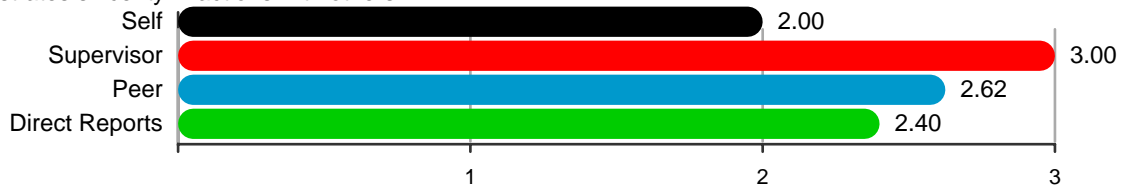
18. Demonstrates a commitment to corporate and personal values.



19. Does not withhold important information needed by others.



20. Demonstrates sincerity in actions with 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
16. Does the right thing even when negative consequence may result.	15	2.33	46.7	13%	40%	47%
17. Maintains strong relationships with others.	15	2.33	40.0	7%	53%	40%
18. Demonstrates a commitment to corporate and personal values.	14	2.00	14.3	14%	71%	14%
19. Does not withhold important information needed by others.	14	2.21	42.9	21%	36%	43%
20. Demonstrates sincerity in actions with others.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- ___ is a valued member of the department.
- ___ is a solid performer knows her stuff.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.

Emotional Intelligence

Summary Scores



21. Willing to take a controversial position for what is "right".



22. Is able to manage their own emotions.



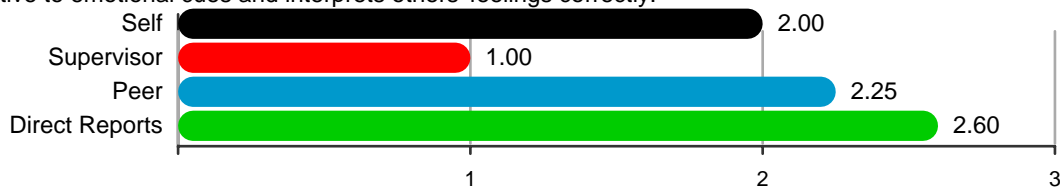
23. Thinks clearly and stays focused under pressure.



24. Able to understand others' points of view.



25. Is attentive to emotional cues and interprets others' feelings correctly.



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. Willing to take a controversial position for what is "right".	15	2.60	66.7	7%	27%	67%
22. Is able to manage their own emotions.	15	2.33	40.0	7%	53%	40%
23. Thinks clearly and stays focused under pressure.	15	2.07	20.0	13%	67%	20%
24. Able to understand others' points of view.	15	2.40	53.3	13%	33%	53%
25. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.27	53.3	27%	20%	53%

Comments:

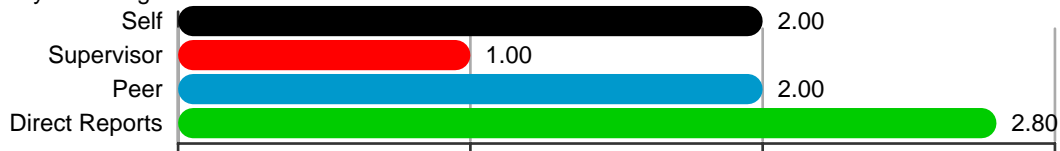
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.

Time Management

Summary Scores



26. Sets clearly defined goals.



27. Completes high-priority work within required timelines.



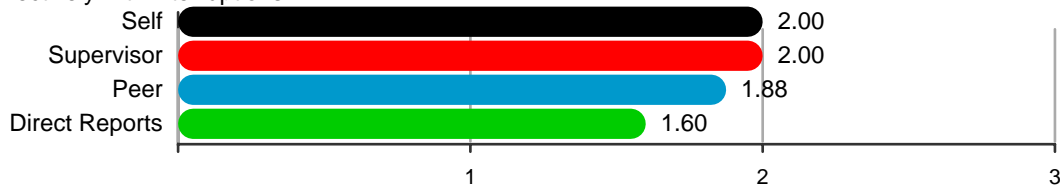
28. Makes time for developing plans and schedules.



29. Sets a good balance between work and family life.



30. Deals effectively with interruptions.



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. Sets clearly defined goals.	15	2.20	33.3	13%	53%	33%
27. Completes high-priority work within required timelines.	15	2.00	26.7	27%	47%	27%
28. Makes time for developing plans and schedules.	15	2.47	53.3	7%	40%	53%
29. Sets a good balance between work and family life.	15	2.60	60.0		40%	60%
30. Deals effectively with interruptions.	15	1.80	13.3	33%	53%	13%

Comments:

- She has established credibility and trust with all the directors and managers.
- Transparency and honesty is important early in the process.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- I truly enjoy working with ___ on a daily basis.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- I appreciate her receptiveness and openness and her sense of humor.

Results Oriented

Summary Scores



31. Stays focused on meeting the needs of customers.



32. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



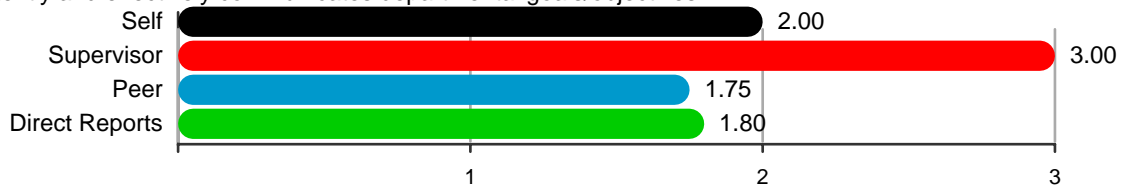
33. Helps others when free-time is available.



34. Embraces setbacks and challenges as opportunities to learn.



35. Consistently and effectively communicates departmental goals/objectives



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. Stays focused on meeting the needs of customers.	15	2.13	33.3	20%	47%	33%
32. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	2.13	33.3	20%	47%	33%
33. Helps others when free-time is available.	15	2.07	33.3	27%	40%	33%
34. Embraces setbacks and challenges as opportunities to learn.	15	2.13	26.7	13%	60%	27%
35. Consistently and effectively communicates departmental goals/objectives	15	1.87	20.0	33%	47%	20%

Comments:

- ___'s management style is excellent.
- Great addition to our team!
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- She sometimes comes off as confused about organizational/operational direction.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.

Safety

Summary Scores



36. Committed to safety in the workplace.



37. Works to implement corrective safety measures.



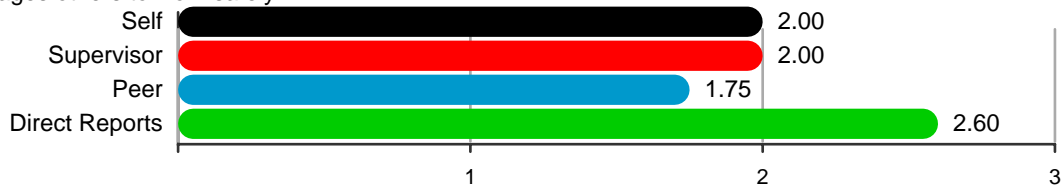
38. Participates in safety training when available.



39. Keeps accurate safety records.



40. Encourages others to work safely.



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).

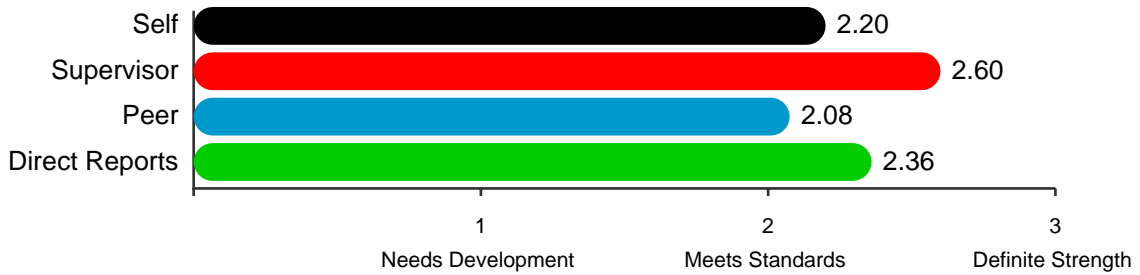
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Committed to safety in the workplace.	15	1.87	20.0	33%	47%	20%
37. Works to implement corrective safety measures.	15	1.93	13.3	20%	67%	13%
38. Participates in safety training when available.	15	2.07	33.3	27%	40%	33%
39. Keeps accurate safety records.	15	2.33	33.3		67%	33%
40. Encourages others to work safely.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- Our department continues to have a very low loss rate.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- ___ routinely goes out of her way to make work a more engaging experience.

Others

Summary Scores



41. Works effectively with people from other departments.



42. Supports the efforts of other employees in implementing solutions to problems.



43. Respects the opinions of other employees.



44. Forms working relationships with employees from other departments.



45. Helpful



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. Works effectively with people from other departments.	15	2.00	26.7	27%	47%	27%
42. Supports the efforts of other employees in implementing solutions to problems.	15	2.13	33.3	20%	47%	33%
43. Respects the opinions of other employees.	15	2.20	40.0	20%	40%	40%
44. Forms working relationships with employees from other departments.	15	2.20	26.7	7%	67%	27%
45. Helpful	15	2.53	60.0	7%	33%	60%

Comments:

- Increase business knowledge relating to overall strategic plan and the day to day operations.
- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She is very relatable and I believe it helps with the initial contact with the prospects.

Strategic Insight

Summary Scores



46. Allocates proper resources for employee training to meet future needs.



47. Formulates policies and strategies for addressing the Company's important challenges.



48. Implements long-term solutions to problems.



49. Analyzes unique issues or problems impacting the Company.



50. Formulates strategies and action plans to ensure successful completion of goals and objectives.



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
46. Allocates proper resources for employee training to meet future needs.	15	2.27	26.7		73%	27%
47. Formulates policies and strategies for addressing the Company's important challenges.	15	2.13	26.7	13%	60%	27%
48. Implements long-term solutions to problems.	15	2.40	40.0		60%	40%
49. Analyzes unique issues or problems impacting the Company.	15	2.47	46.7		53%	47%
50. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ is a strong advocate for both the customer and staff.
- Unfortunately there has been inconsistency in actions and results.
- ___ is a great manager. Very supportive of her staff.
- Always has the company's best interest at heart.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

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?

- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Closes off discussions with action plans.
- ___ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- ___ is always professional during interactions with staff.

What do you like best about working with this individual?

- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- She values our feedback and takes our recommendations seriously.
- Has good intentions, but follow through needs more work.
- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.

What do you like least about working with this individual?

- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- She sometimes comes off as confused about organizational/operational direction.
- ___ has been very supportive of me and the Institute.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.

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

- ___ has done a wonderful job in supporting her team and making herself available.
- ___ 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 an impressive vision for the company.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- Willingness to pitch in, desire to grow, and a great attitude.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.

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

- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- In one word I can summarize ___ in leadership skill. WOW!
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.

Any final comments?

- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She is quick and willing to aid.