



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.

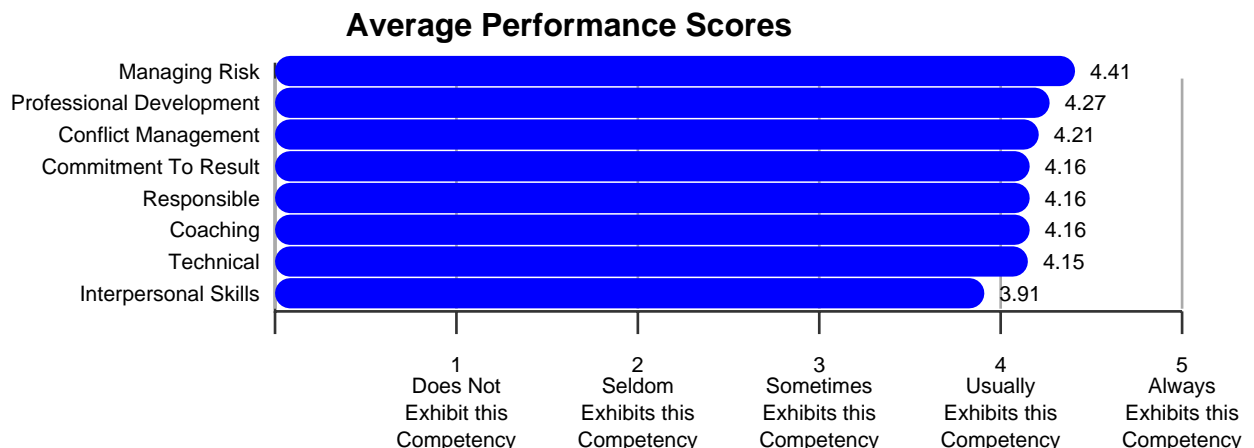
What to Do with Your Feedback

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

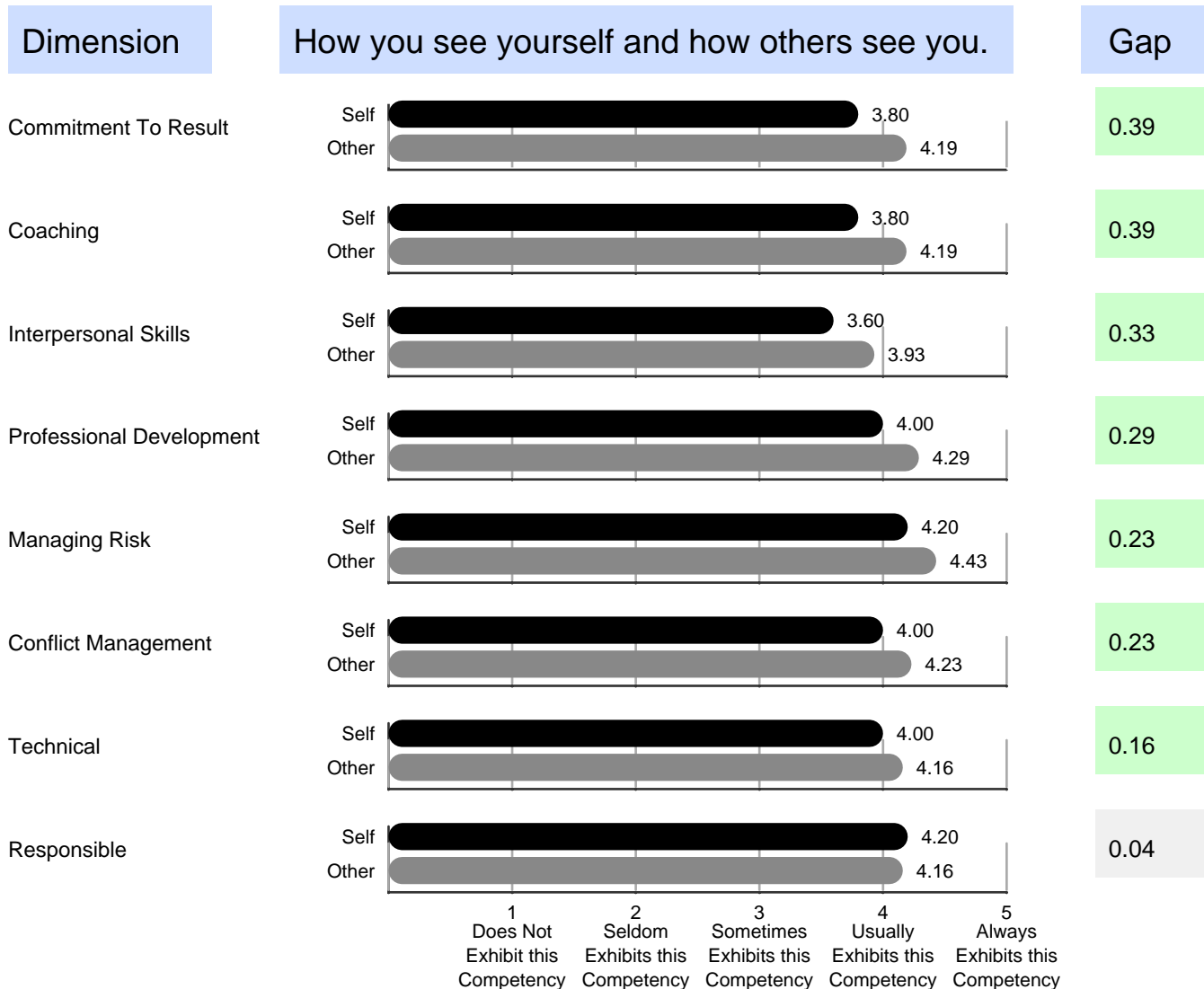
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Managing Risk

Summary Scores



1. Develops policies for risk management.



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



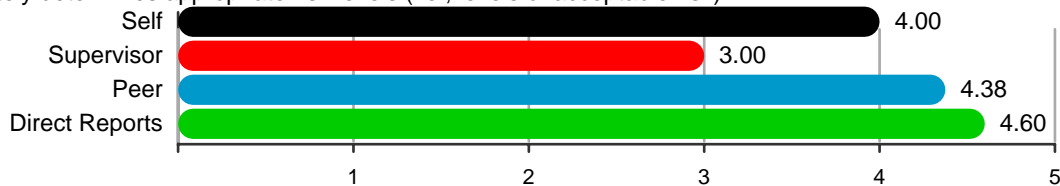
3. Creates informative guides regarding potential risks and risky behaviors.



4. Bases decisions on patterns found in fluid/changing information.



5. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).



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. Develops policies for risk management.	15	4.20	93.3	7%		67%		27%
2. Effectively responds to critical situations to reduce potential for losses.	15	4.87	100.0		13%		87%	
3. Creates informative guides regarding potential risks and risky behaviors.	15	4.27	93.3	7%		60%		33%
4. Bases decisions on patterns found in fluid/changing information.	15	4.40	86.7	13%		33%		53%
5. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	15	4.33	93.3	7%		53%		40%

Comments:

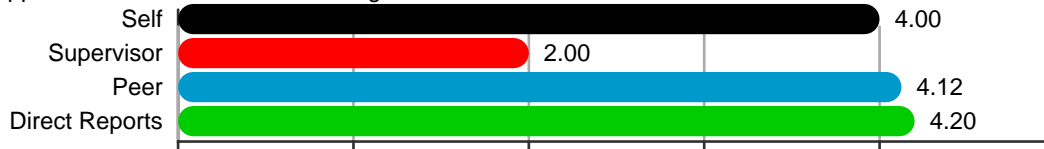
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- ___ is committed to our organization and leads by example.
- She desires to do great work.
- She has a calm demeanor and willingness to help with anything.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.

Professional Development

Summary Scores



6. Seeks opportunities for continuous learning.



7. Contributing fully to the extent of their skills



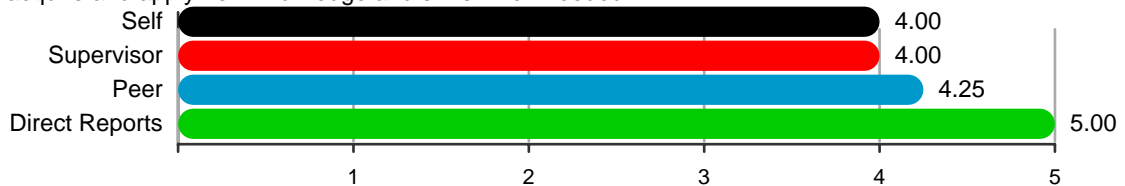
8. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



9. Keep themselves up-to-date of technical/professional issues



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



Level of Skill

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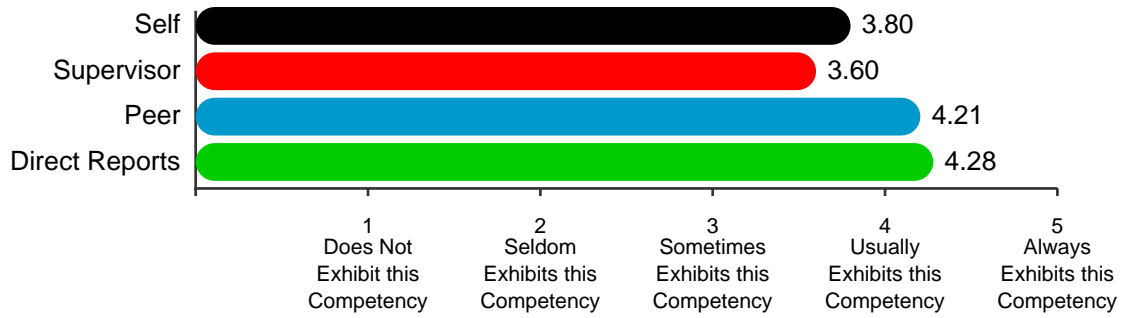
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Seeks opportunities for continuous learning.	15	4.00	80.0	7%	13%	53%	27%	
7. Contributing fully to the extent of their skills	15	4.07	80.0		20%	53%	27%	
8. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.33	93.3	7%	47%		47%	
9. Keep themselves up-to-date of technical/professional issues	15	4.47	93.3	7%	40%		53%	
10. Quickly acquire and apply new knowledge and skills when needed	15	4.47	93.3	7%	40%		53%	

Comments:

- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- ___ 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.
- ___ listens to employees ideas and concerns and address the issues right away.
- She can fall behind on projects without providing timely feedback.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.

Commitment To Result

Summary Scores



11. Creates a sense of urgency among the store team members to complete activities, which drive sales.



12. Committed to the team.



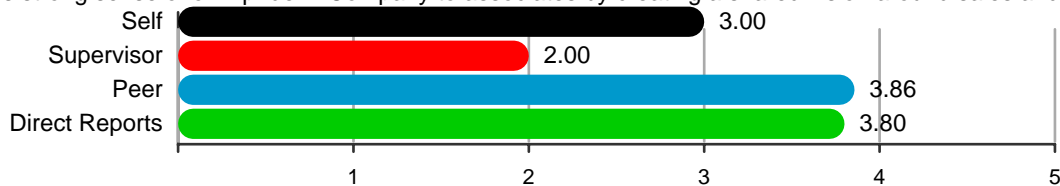
13. Takes immediate action toward goals.



14. Maintains persistence and dedication to achieving results.



15. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



Level of Skill

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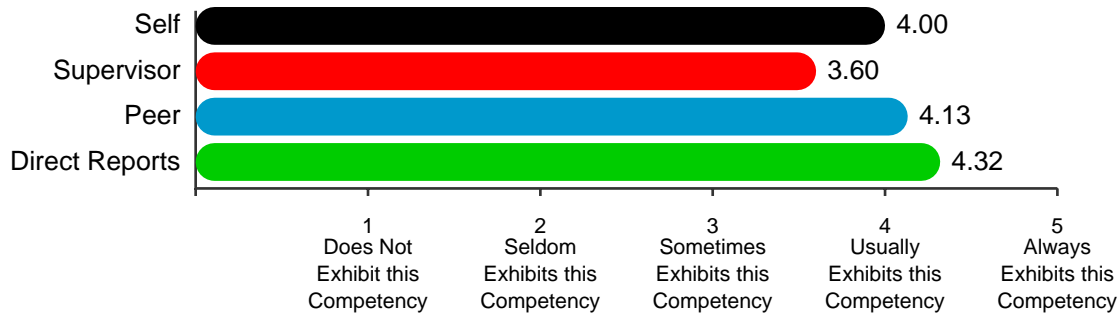
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.60	100.0			40%	60%	
12. Committed to the team.	15	4.27	100.0			73%		27%
13. Takes immediate action toward goals.	15	4.33	100.0			67%	33%	
14. Maintains persistence and dedication to achieving results.	15	3.93	73.3	27%		53%		20%
15. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- she is open and willing to share her vision for the team.
- ___ is always focused on the customer, shares this philosophy with her 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.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- ___ is an excellent Director.

Technical

Summary Scores



16. Knows how to produce high quality products/work.



17. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



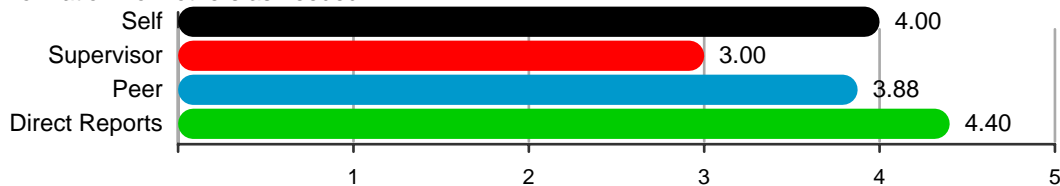
18. Willingly shares his/her technical expertise; sought out as resource by others



19. Demonstrates mastery of the technical competencies required in his/her work.



20. Seeks information from others as needed.



Level of Skill

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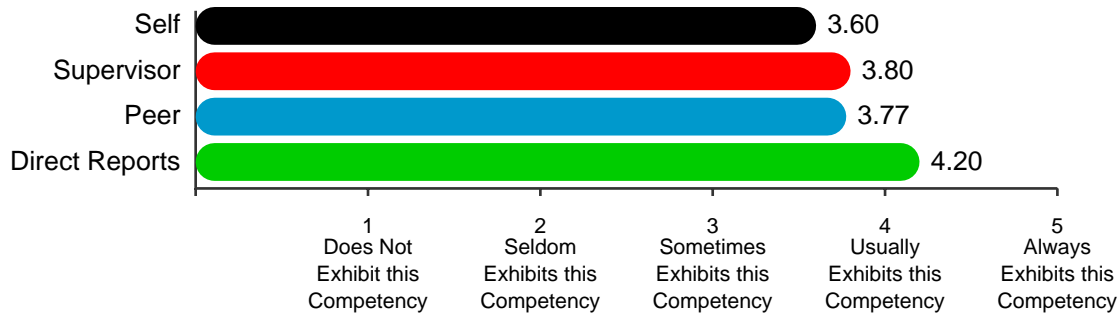
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Knows how to produce high quality products/work.	15	4.33	86.7	13%	40%	47%		
17. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.27	93.3	7%	60%	33%		
18. Willingly shares his/her technical expertise; sought out as resource by others	14	4.00	92.9	7%	86%	7%		
19. Demonstrates mastery of the technical competencies required in his/her work.	14	4.14	85.7	7%	7%	50%	36%	
20. Seeks information from others as needed.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- ___ does not beat around the bush nor does she have hidden agendas.
- 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.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.

Interpersonal Skills

Summary Scores



21. Adapts management style to meet the needs of the individual or situation.



22. Demonstrates willingness to work with others.



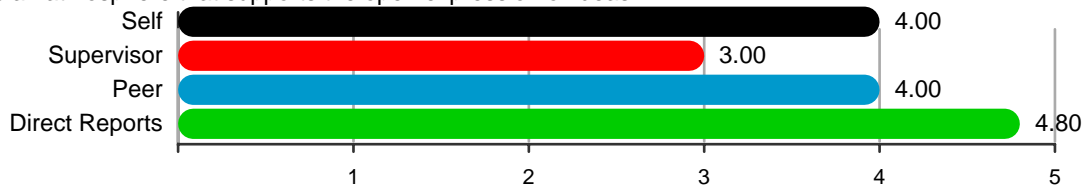
23. Is trusted by peers and co-workers; others are willing to confide in him/her



24. Provides constructive feedback in a way that fosters acceptance and development.



25. Creates an atmosphere that supports the open expression of ideas



Level of Skill

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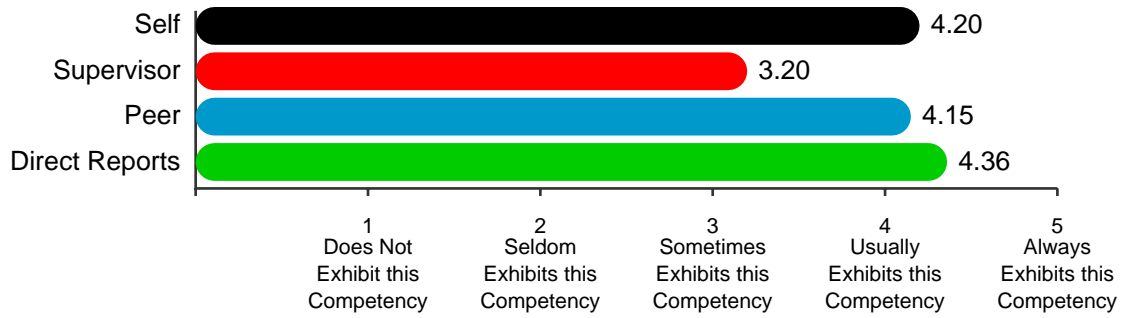
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Adapts management style to meet the needs of the individual or situation.	15	4.00	66.7	13%	20%	20%	47%	
22. Demonstrates willingness to work with others.	15	3.47	53.3	13%	33%		47%	7%
23. Is trusted by peers and co-workers; others are willing to confide in him/her	15	3.60	66.7	13%	20%		60%	7%
24. Provides constructive feedback in a way that fosters acceptance and development.	15	4.27	86.7	7%	7%	40%	47%	
25. Creates an atmosphere that supports the open expression of ideas	15	4.20	80.0	7%	13%	33%	47%	

Comments:

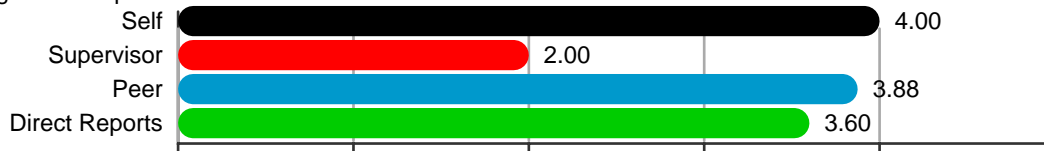
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- Cannot think of anything
- Her years of experience and wisdom are generously shared and appreciated.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved ina timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.

Responsible

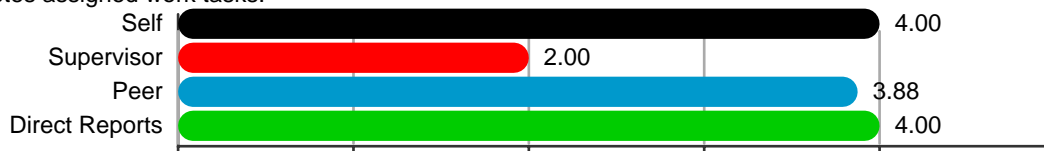
Summary Scores



26. Sets a good example



27. Completes assigned work tasks.



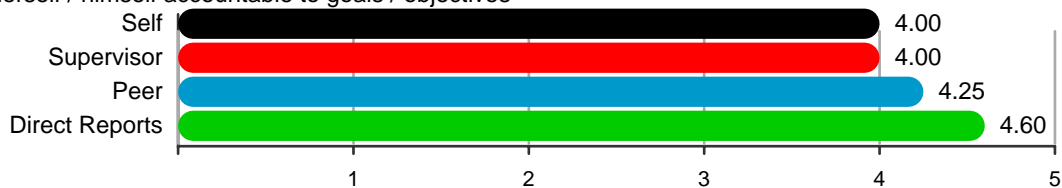
28. Acts as a resource without removing individual responsibility.



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



30. Holds herself / himself accountable to goals / objectives



Level of Skill

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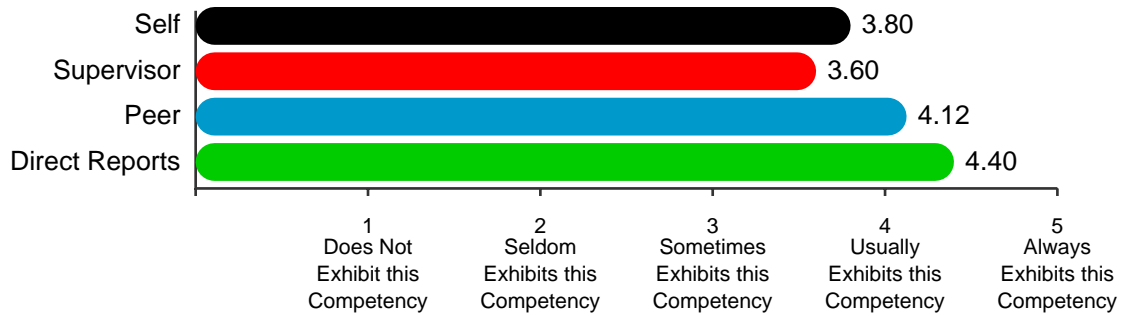
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Sets a good example	15	3.67	66.7	20%	13%	47%	20%	
27. Completes assigned work tasks.	15	3.80	73.3	20%	7%	47%	27%	
28. Acts as a resource without removing individual responsibility.	15	4.33	86.7	13%	40%	47%		
29. Works in a way that makes others want to work with her/him.	15	4.67	100.0		33%	67%		
30. Holds herself / himself accountable to goals / objectives	15	4.33	100.0		67%	33%		

Comments:

- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.

Coaching

Summary Scores



31. Develops the skills and capabilities of others.



32. Conducts regular performance appraisals and feedback.



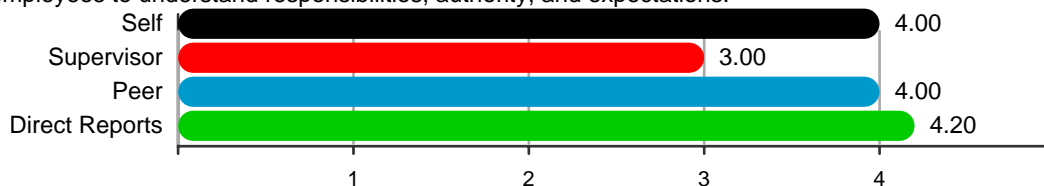
33. Addresses employee behavior problems effectively.



34. Coaches employees in how to strengthen knowledge and skills to improve work performance.



35. Helps employees to understand responsibilities, authority, and expectations.



Level of Skill

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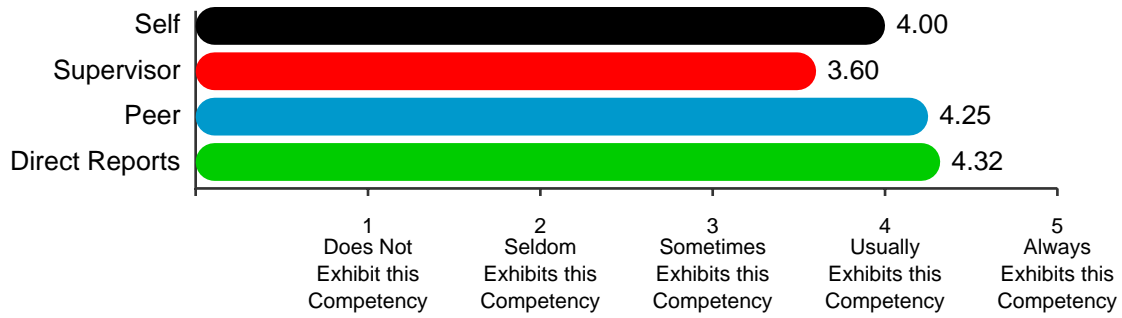
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Develops the skills and capabilities of others.	15	4.07	80.0	20%		53%		27%
32. Conducts regular performance appraisals and feedback.	15	4.47	100.0		53%		47%	
33. Addresses employee behavior problems effectively.	15	4.13	80.0	20%		47%		33%
34. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.13	86.7	13%		60%		27%
35. Helps employees to understand responsibilities, authority, and expectations.	15	4.00	80.0	20%		60%		20%

Comments:

- Our organization is a better place because of her and her future focus.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- ___ promotes and encourages teambuilding throughout the entire department.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.

Conflict Management

Summary Scores



36. Deals effectively with employee grievances.



37. Tries to understand others' point of view before making judgments



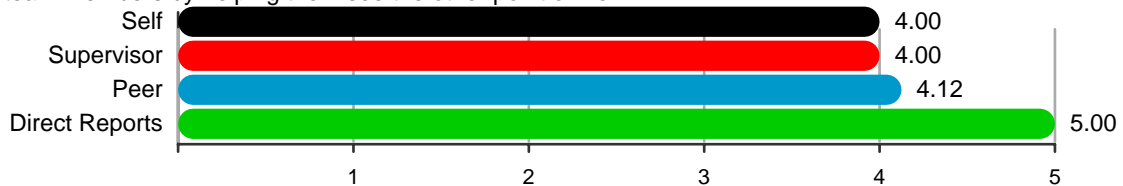
38. Helps employees to think through alternative ways to resolve conflict situations.



39. Identifies and takes steps to prevent potential confrontations.



40. Assists team members by helping them see the other point of view.



Level of Skill

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36. Deals effectively with employee grievances.	15	4.33	100.0			67%		33%
37. Tries to understand others' point of view before making judgments	15	3.93	80.0	13%	7%		53%	27%
38. Helps employees to think through alternative ways to resolve conflict situations.	15	4.27	86.7		13%		47%	40%
39. Identifies and takes steps to prevent potential confrontations.	15	4.13	86.7		13%		60%	27%
40. Assists team members by helping them see the other point of view.	15	4.40	93.3		7%		47%	47%

Comments:

- Each member feels they are a part of the team and knows their contribution is valued.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- ___ listens to her staff and delegates responsibilities as appropriate.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- I think that ___ is making good strides in setting expectations through clear communication.

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?

- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- She challenges me every day to be my best and I appreciate that.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- She is an advocate for [CompanyName].

What do you like best about working with this individual?

- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- Positive energy and a team player.
- There is room for improvement in all these elements.

What do you like least about working with this individual?

- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- I garner ideas from her regularly and look to her as a mentor.
- I appreciate the straight forward style of leadership ___ uses.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- ___, more than most, takes what we've learned and implements changes.
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.

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

- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- I think ___ works really hard to engage with everyone of us.
- 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.
- Closes off discussions with action plans.
- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- She has been influential in our focus on the future.

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

- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- ___ is always focused on the customer, shares this philosophy with her 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.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- She is organized, kind, and extremely approachable.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.

Any final comments?

- ___ is a new manager and it is clear that she wants to do well and engage her team.
- Good Team Player! Good decision making skills. A hard worker.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- I have enjoyed working with ___ and will miss her support and direction.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also