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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.

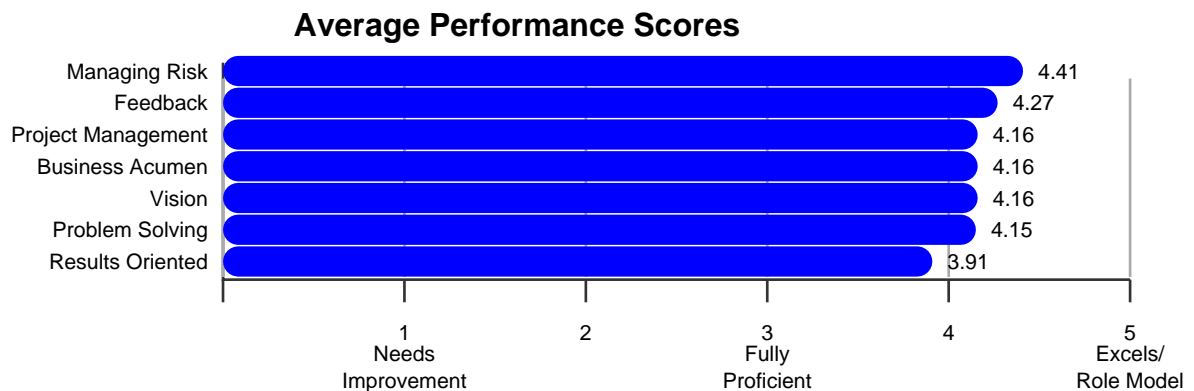
## What to Do with Your Feedback

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 7 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.



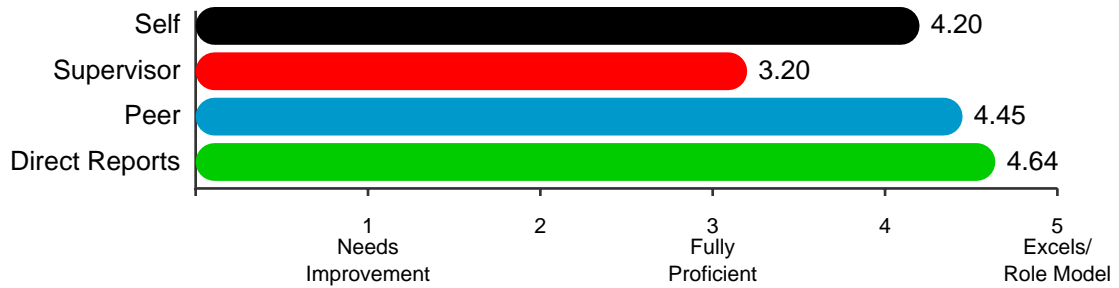
## Gap Analysis

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 to address risk situations in the workplace.



### 2. Creates a risk management strategy for the organization.



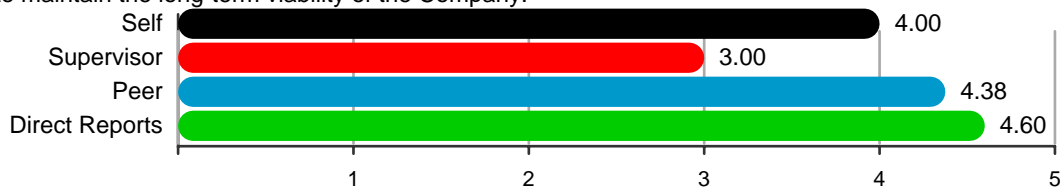
### 3. Is aware of process safety management.



### 4. Works within constraints of the organization.



### 5. Seeks to maintain the long-term viability of the Company.



## 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).

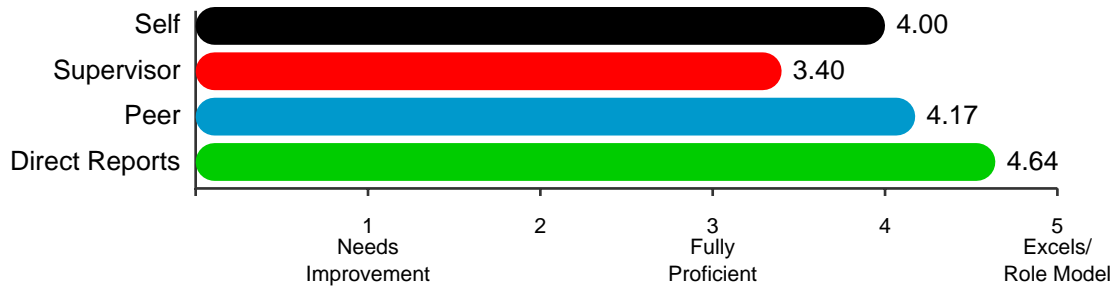
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Develops policies to address risk situations in the workplace.	15	4.20	93.3	7%	67%	27%
2. Creates a risk management strategy for the organization.	15	4.87	100.0	13%	87%	
3. Is aware of process safety management.	15	4.27	93.3	7%	60%	33%
4. Works within constraints of the organization.	15	4.40	86.7	13%	33%	53%
5. Seeks to maintain the long-term viability of the Company.	15	4.33	93.3	7%	53%	40%

### Comments:

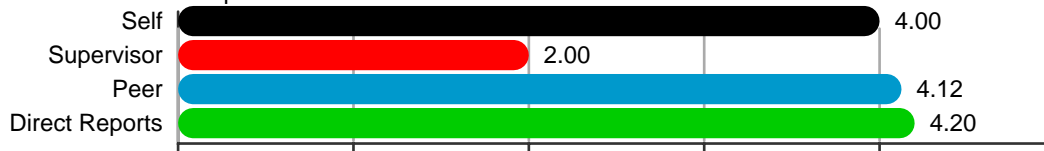
- Provides coaching for developing team leaders to help them meet their goals.
- I will always welcome \_\_\_\_\_'s direct, honest, caring feedback.
- This has been a challenging year for \_\_\_\_\_ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- He can fall behind on projects without providing timely feedback.
- Timely follow through.

# Feedback

## Summary Scores



### 6. Seeks feedback to enhance performance.



### 7. Actively seeks feedback from others.



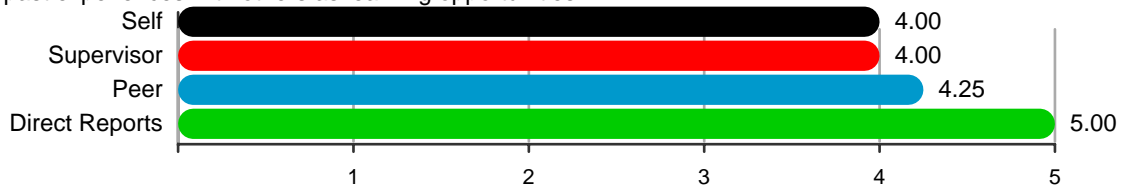
### 8. Accepts the views of others.



### 9. Looks to others for input.



### 10. Shares past experiences with others as learning opportunities.



## Level of Skill

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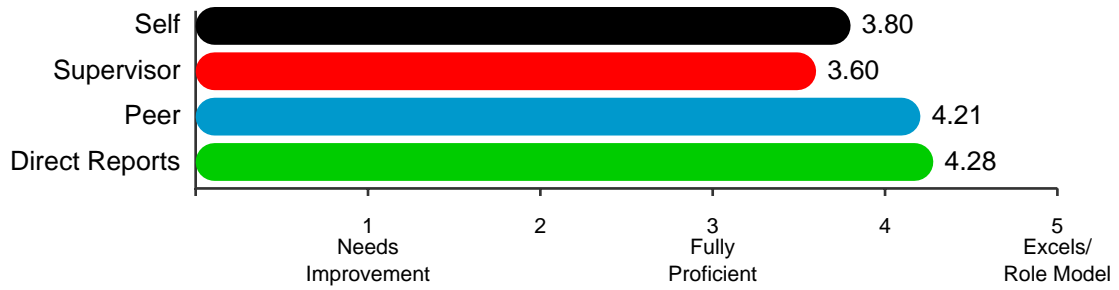
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Seeks feedback to enhance performance.	15	4.00	80.0	7%	13%	53%	27%
7. Actively seeks feedback from others.	15	4.07	80.0		20%	53%	27%
8. Accepts the views of others.	15	4.33	93.3	7%		47%	47%
9. Looks to others for input.	15	4.47	93.3	7%		40%	53%
10. Shares past experiences with others as learning opportunities.	15	4.47	93.3	7%		40%	53%

### Comments:

- \_\_\_\_\_ is someone I feel I can talk to about any problem or situation and I value his opinion.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- Stay focused more on the agenda for meetings.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (\_\_\_\_\_) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likly to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

# Project Management

## Summary Scores



### 11. Maintains costs and expenses within budget limits.



### 12. Organizes, plans, and directs resources to accomplish the goals and objectives.



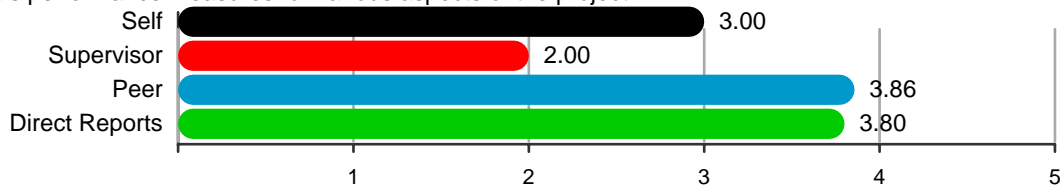
### 13. Responds quickly and appropriately to unforeseen problems.



### 14. Works with customers and clients to assess their needs and define project parameters.



### 15. Develops performance measures for various aspects of the project.





## Level of Skill

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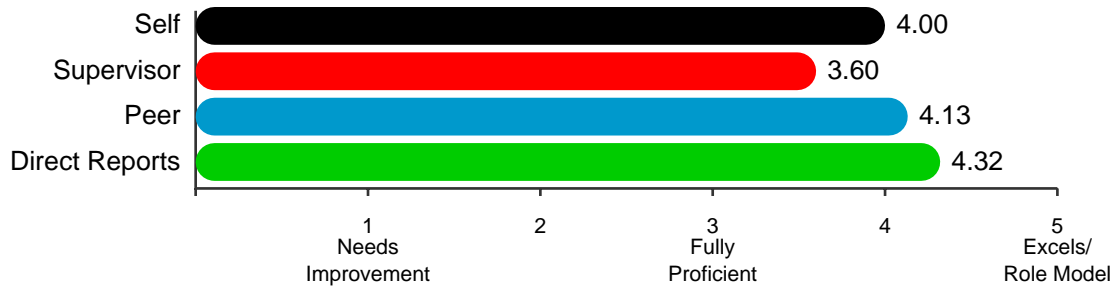
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Maintains costs and expenses within budget limits.	15	4.60	100.0	40%	60%	
12. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	4.27	100.0	73%	27%	
13. Responds quickly and appropriately to unforeseen problems.	15	4.33	100.0	67%	33%	
14. Works with customers and clients to assess their needs and define project parameters.	15	3.93	73.3	27%	53%	20%
15. Develops performance measures for various aspects of the project.	14	3.64	57.1	14%	29%	36%

### Comments:

- \_\_\_\_\_ does a great job in supporting and engaging all of his employees.
- He is a very diligent hard worker.
- \_\_\_\_\_ is a team player and effective in his role.
- 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.
- \_\_\_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.

# Problem Solving

## Summary Scores



16. Makes judgments based upon relevant information.



17. Understands the root causes of problems.



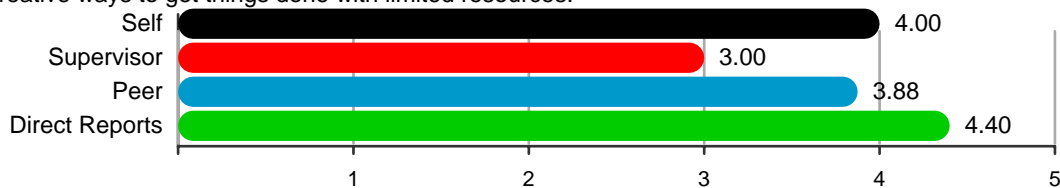
18. Ability to develop innovative solutions to problems.



19. Is a good problem solver and decision maker



20. Finds creative ways to get things done with limited resources.



## Level of Skill

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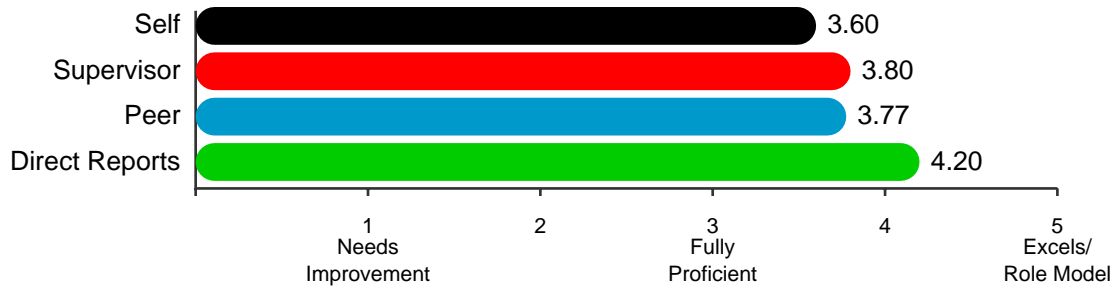
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Makes judgments based upon relevant information.	15	4.33	86.7	13%		40%	47%
17. Understands the root causes of problems.	15	4.27	93.3	7%		60%	33%
18. Ability to develop innovative solutions to problems.	14	4.00	92.9	7%		86%	7%
19. Is a good problem solver and decision maker	14	4.14	85.7	7%	7%	50%	36%
20. Finds creative ways to get things done with limited resources.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- He had done amazingly well considering all of the global threats to the product line.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- I truly enjoy working with \_\_\_\_\_ on a daily basis.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

# Results Oriented

## Summary Scores



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



22. Encourages a high-energy, fun work environment and coaches others on how to do the same



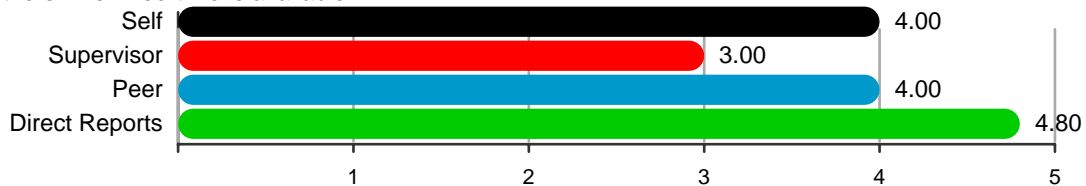
23. Does not become distracted by non-issues or interruptions.



24. Inspires and motivates co-workers to be productive and energetic at work



25. Helps others when free-time is available.



## Level of Skill

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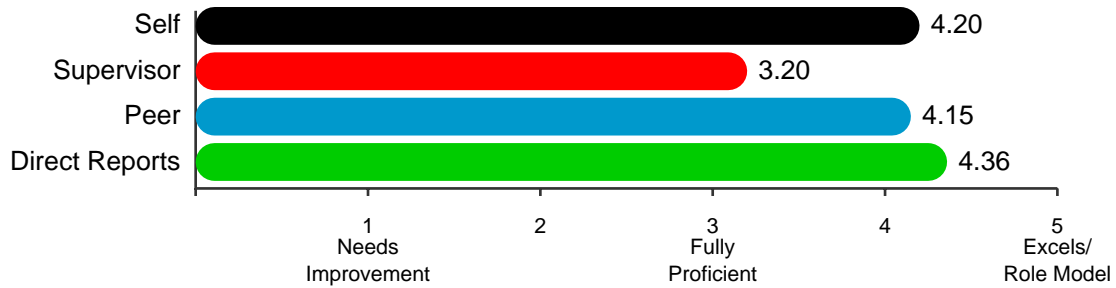
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	4.00	66.7	13%	20%	20%	47%
22. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	3.47	53.3	13%	33%	47%	7%
23. Does not become distracted by non-issues or interruptions.	15	3.60	66.7	13%	20%	60%	7%
24. Inspires and motivates co-workers to be productive and energetic at work	15	4.27	86.7	7%	7%	40%	47%
25. Helps others when free-time is available.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

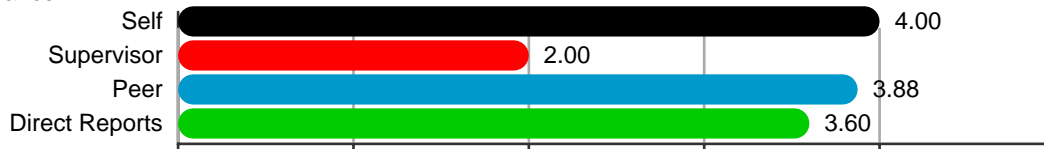
- I cannot say if he challenges others.
- \_\_\_\_\_ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- \_\_\_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- \_\_\_\_\_ is a great manager to work for.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.

# Business Acumen

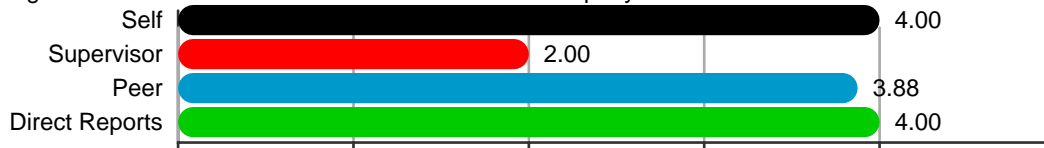
## Summary Scores



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



27. Able to align resources to meet the business needs of the company.



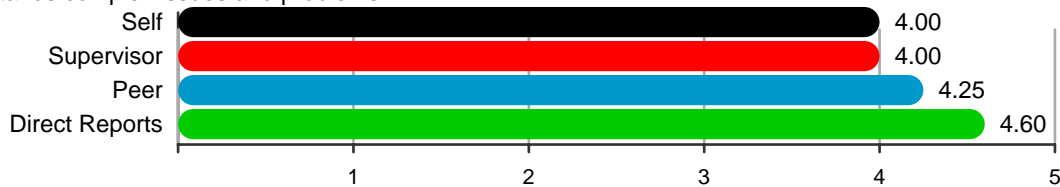
28. Considers impact of actions on other areas of the organization.



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



30. Understands complex issues and problems.



### Level of Skill

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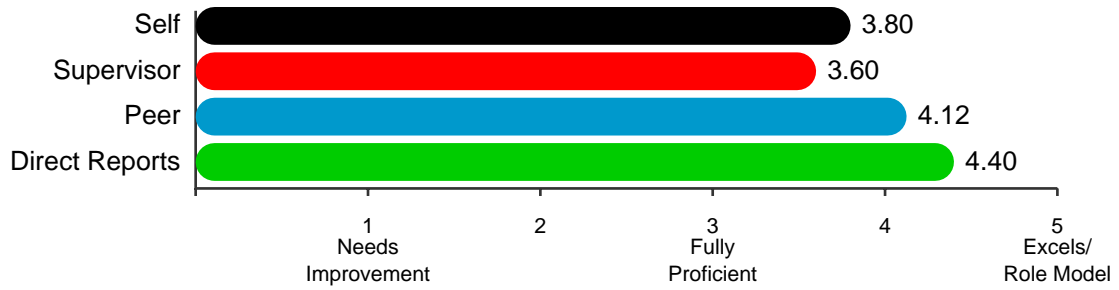
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.67	66.7	20%	13%	47%		20%
27. Able to align resources to meet the business needs of the company.	15	3.80	73.3	20%	7%	47%		27%
28. Considers impact of actions on other areas of the organization.	15	4.33	86.7	13%		40%		47%
29. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.67	100.0			33%		67%
30. Understands complex issues and problems.	15	4.33	100.0			67%		33%

Comments:

- \_\_\_\_\_ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- Good Team Player! Good decision making skills. A hard worker.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- \_\_\_\_\_ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- I have found that \_\_\_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.

# Vision

## Summary Scores



31. Creates a positive vision of the future for the Company.



32. Persuades others to follow the Company's vision.



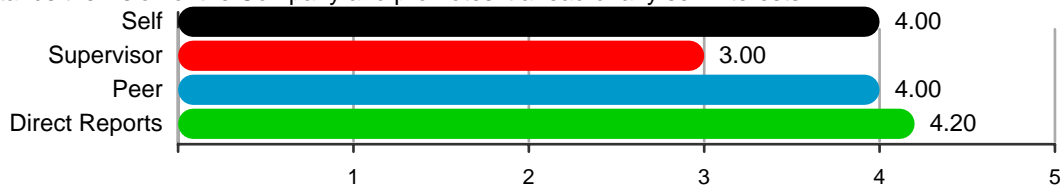
33. Communicates a vision of where the Company needs to be in the future.



34. Works to support the strategy of [Company]



35. Understands the vision of the Company and promotes it ahead of any self-interests.





## 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
31. Creates a positive vision of the future for the Company.	15	4.07	80.0	20%	53%	27%
32. Persuades others to follow the Company's vision.	15	4.47	100.0		53%	47%
33. Communicates a vision of where the Company needs to be in the future.	15	4.13	80.0	20%	47%	33%
34. Works to support the strategy of [Company]	15	4.13	86.7	13%	60%	27%
35. Understands the vision of the Company and promotes it ahead of any self-interests.	15	4.00	80.0	20%	60%	20%

### Comments:

- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.
- He clearly assigns our responsibilities by our individual strengths.
- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- He is eager to learn and eager to share knowledge.
- he is open and willing to share his vision for the team.
- \_\_\_\_\_ always has the customer at the center of focus.

## 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?

- \_\_\_\_\_ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- When issues or questions are raised in the department, \_\_\_\_\_ follows thru to address them in a timely manner.
- \_\_\_\_\_ is very process oriented. He has streamlined/improved several processes in the lab.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.
- I believe the team greatly values \_\_\_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.

### What do you like best about working with this individual?

- He is a great teammate.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- \_\_\_\_\_ is very supportive and knows his area of expertise. He is a pleasure to work with.
- I really appreciate him.
- \_\_\_\_\_ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- \_\_\_\_\_ promotes and encourages teambuilding throughout the entire department.

### What do you like least about working with this individual?

- \_\_\_\_\_ is a team player and effective in his role.
- \_\_\_\_\_ is a very effective leader and a role model for other leaders.
- \_\_\_\_\_ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- As a new Manager to the area, \_\_\_\_\_ was subjected to a review of department services. This was tough on him, but he did very well with it.
- I will always remember \_\_\_\_\_ as my first manager and be thankful he helped shape my first career.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.

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

- This has been a challenging year for \_\_\_\_\_ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- He cares deeply about the engagement of his staff and has concern for those in need.
- 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.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- \_\_\_\_\_ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.

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

- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.
- \_\_\_\_\_ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- \_\_\_\_\_ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- \_\_\_\_\_ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.

### Any final comments?

- \_\_\_\_\_ is a pleasure to work with.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_\_\_ and get an honest response.
- I feel confident as if he treats us all as equals.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).