



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.

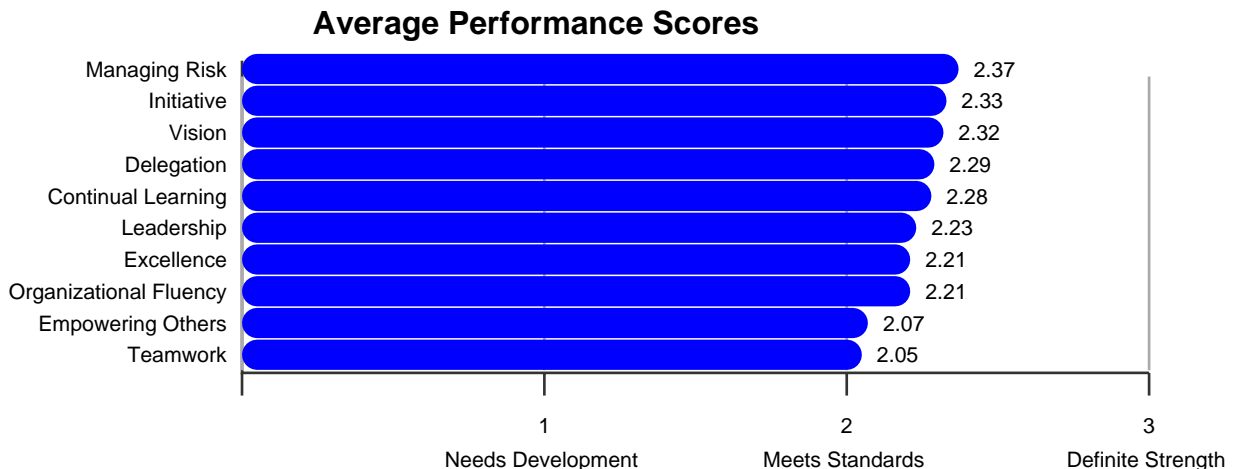
What to Do with Your Feedback

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 Risk

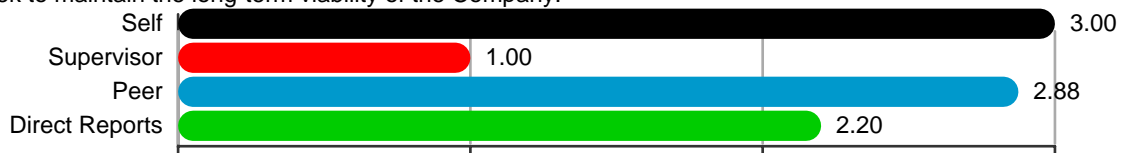
Summary Scores



1. You perform a risk analysis as needed.



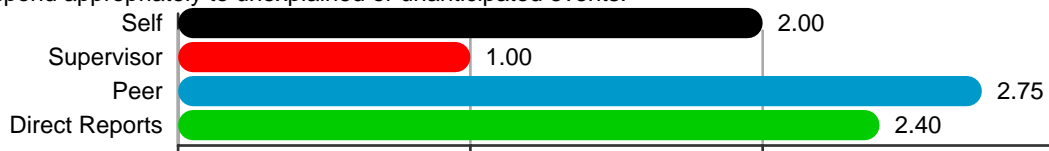
2. You seek to maintain the long-term viability of the Company.



3. You develop appropriate strategies to minimize risks.



4. You respond appropriately to unexplained or unanticipated events.



5. You seek to retain the best and brightest employees.



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. You perform a risk analysis as needed.	15	2.27	33.3	7%	60%	33%
2. You seek to maintain the long-term viability of the Company.	15	2.53	73.3	20%	7%	73%
3. You develop appropriate strategies to minimize risks.	15	2.33	40.0	7%	53%	40%
4. You respond appropriately to unexplained or unanticipated events.	15	2.47	53.3	7%	40%	53%
5. You seek to retain the best and brightest employees.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is very reliable and collaborates well on projects.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Delegates often with little to no direction.

Continual Learning

Summary Scores



6. You seek opportunities to grow in skills and knowledge.



7. You take charge of your training and skills enhancement.



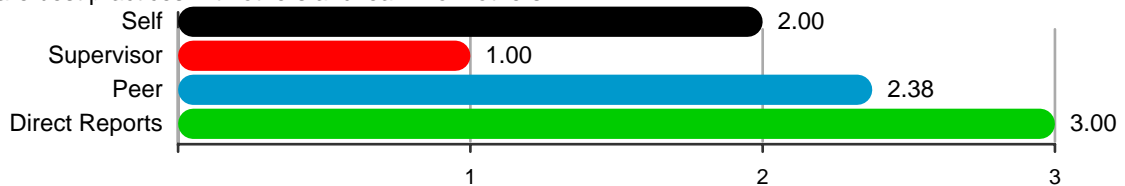
8. You improve on your skill sets.



9. You are open to new ideas and concepts.



10. You share best practices with others and learn from 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
6. You seek opportunities to grow in skills and knowledge.	15	2.13	33.3	20%	47%	33%
7. You take charge of your training and skills enhancement.	15	2.07	26.7	20%	53%	27%
8. You improve on your skill sets.	15	2.33	40.0	7%	53%	40%
9. You are open to new ideas and concepts.	15	2.40	53.3	13%	33%	53%
10. You share best practices with others and learn from others.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- Allocates resources in advance to ensure the required work can be completed.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.

Leadership

Summary Scores



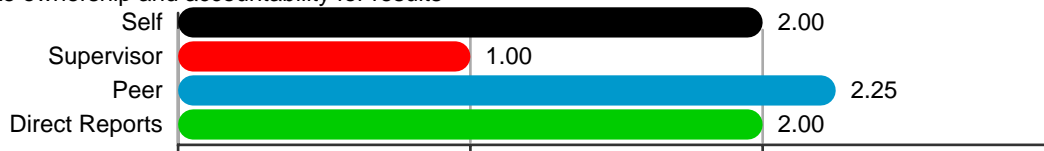
11. You give direct, constructive, and actionable feedback.



12. You demonstrate leadership and courage in critical situations.



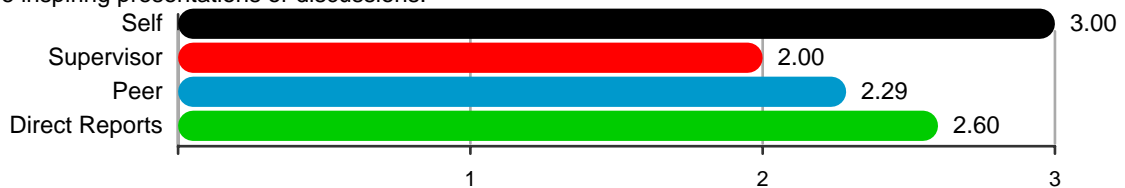
13. You take ownership and accountability for results



14. You guide decision-making by coaching, counseling and rewarding.



15. You give inspiring presentations or discussions.



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).

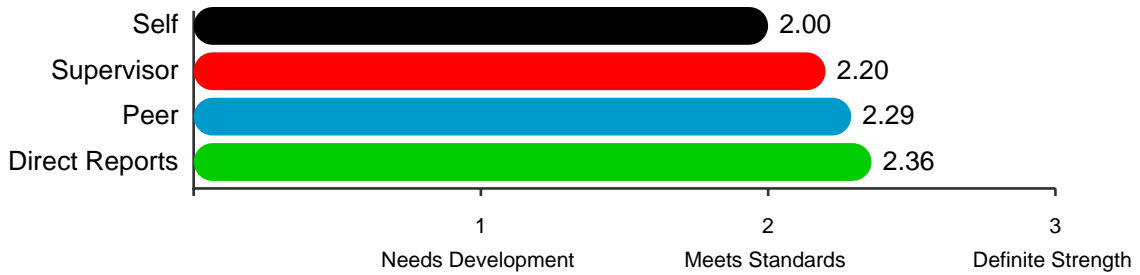
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You give direct, constructive, and actionable feedback.	15	2.33	40.0	7%	53%	40%
12. You demonstrate leadership and courage in critical situations.	15	2.07	20.0	13%	67%	20%
13. You take ownership and accountability for results	15	2.07	26.7	20%	53%	27%
14. You guide decision-making by coaching, counseling and rewarding.	15	2.27	40.0	13%	47%	40%
15. You give inspiring presentations or discussions.	14	2.43	50.0	7%	43%	50%

Comments:

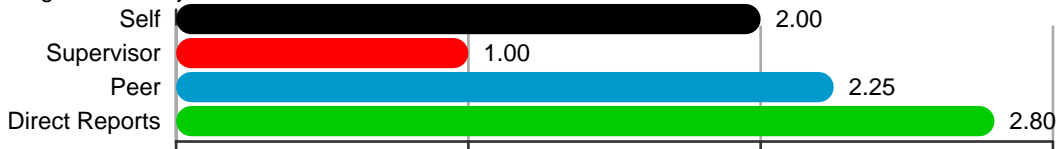
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- 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.
- The department is lucky to have her.

Delegation

Summary Scores



16. You define goals and objectives for subordinates.



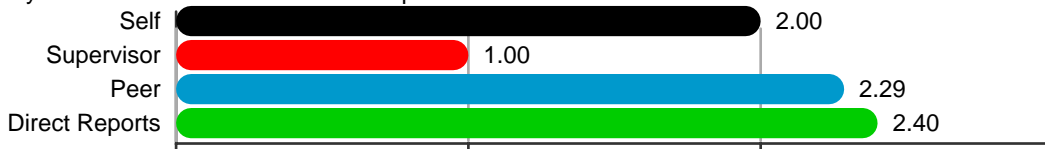
17. You encourage and empower subordinates to use initiative in achieving goals and objectives.



18. You define the roles, responsibilities, required actions, and deadlines for team members.



19. You clearly define duties and tasks to be completed.



20. You set clear and reasonable expectations for others and follow through on their progress.



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. You define goals and objectives for subordinates.	15	2.33	46.7	13%	40%	47%
17. You encourage and empower subordinates to use initiative in achieving goals and objectives.	15	2.33	40.0	7%	53%	40%
18. You define the roles, responsibilities, required actions, and deadlines for team members.	14	2.00	14.3	14%	71%	14%
19. You clearly define duties and tasks to be completed.	14	2.21	42.9	21%	36%	43%
20. You set clear and reasonable expectations for others and follow through on their progress.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- I know I can always count on ___ to be reliable and respond in a timely manner to my request.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.

Initiative

Summary Scores



21. I initiate draft reports for consideration.



22. I encourage others on the team to suggest process improvements.



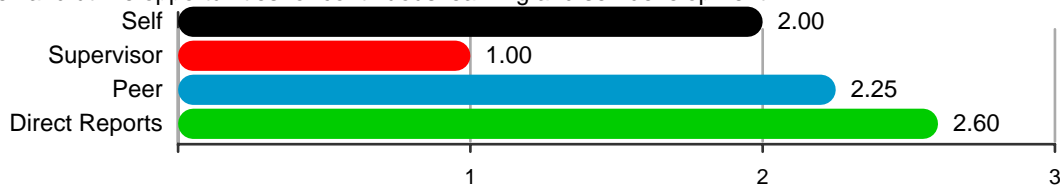
23. I address small problems before they become big ones.



24. I begin immediate action on projects.



25. You seek and utilize opportunities for continuous learning and self-development.



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. I initiate draft reports for consideration.	15	2.60	66.7	7%	27%	67%
22. I encourage others on the team to suggest process improvements.	15	2.33	40.0	7%	53%	40%
23. I address small problems before they become big ones.	15	2.07	20.0	13%	67%	20%
24. I begin immediate action on projects.	15	2.40	53.3	13%	33%	53%
25. You seek and utilize opportunities for continuous learning and self-development.	15	2.27	53.3	27%	20%	53%

Comments:

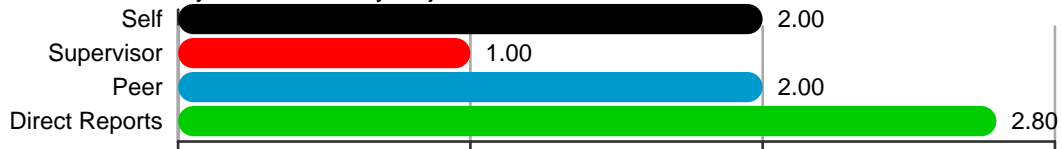
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- Closes off discussions with action plans.
- 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.
- ___ is one of the most honest, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.

Excellence

Summary Scores



26. You demonstrate the analytical skills to do your job.



27. You demonstrate the functional or technical skills necessary to do your job.



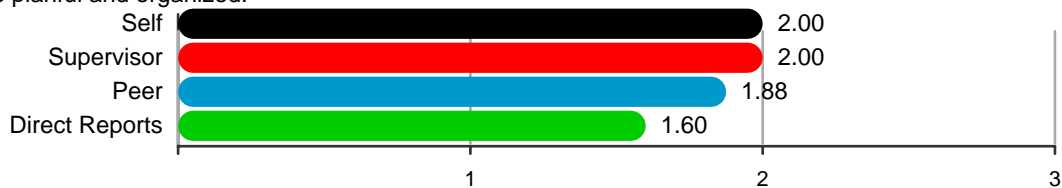
28. You take a lot of pride in your work.



29. You produce high quality work.



30. You are planful and organized.



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. You demonstrate the analytical skills to do your job.	15	2.20	33.3	13%	53%	33%
27. You demonstrate the functional or technical skills necessary to do your job.	15	2.00	26.7	27%	47%	27%
28. You take a lot of pride in your work.	15	2.47	53.3	7%	40%	53%
29. You produce high quality work.	15	2.60	60.0		40%	60%
30. You are planful and organized.	15	1.80	13.3	33%	53%	13%

Comments:

- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- She sets her expectations high, and delivers a high level of performance herself.

Empowering Others

Summary Scores



31. You allow employees to have flexible work schedules.



32. You trust employees to complete tasks assigned.



33. You give employees autonomy to complete tasks on their own.



34. You trust employees are able to complete assigned tasks.



35. You demonstrate confidence in the abilities of subordinates.



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. You allow employees to have flexible work schedules.	15	2.13	33.3	20%	47%	33%
32. You trust employees to complete tasks assigned.	15	2.13	33.3	20%	47%	33%
33. You give employees autonomy to complete tasks on their own.	15	2.07	33.3	27%	40%	33%
34. You trust employees are able to complete assigned tasks.	15	2.13	26.7	13%	60%	27%
35. You demonstrate confidence in the abilities of subordinates.	15	1.87	20.0	33%	47%	20%

Comments:

- More opportunities to share knowledge with the team.
- ___ is a hands on leader in our program.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- ___ has made great strides with increasing communication and teamwork within her reports.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.

Teamwork

Summary Scores



36. You encourage others to share ideas to develop team cohesion



37. You actively participates in the work of teams; seek and listen to others' contributions



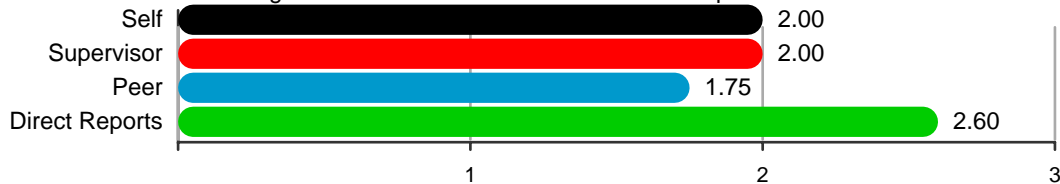
38. You create opportunities to learn with other team members



39. You coach team members



40. You communicate a clear message that teamwork and collaboration are expected.



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. You encourage others to share ideas to develop team cohesion	15	1.87	20.0	33%	47%	20%
37. You actively participates in the work of teams; seek and listen to others' contributions	15	1.93	13.3	20%	67%	13%
38. You create opportunities to learn with other team members	15	2.07	33.3	27%	40%	33%
39. You coach team members	15	2.33	33.3		67%	33%
40. You communicate a clear message that teamwork and collaboration are expected.	15	2.07	33.3	27%	40%	33%

Comments:

- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Stay focused more on the agenda for meetings.
- Always has a positive, cheerful, and strong attitude.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.

Organizational Fluency

Summary Scores



41. You anticipate problems that may affect the department.



42. You get things done through the department.



43. You are adept at navigating within the culture of the department.



44. You are able to explain departmental policies and procedures to others.



45. You are able to deal with sensitive issues with tact and professionalism.



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. You anticipate problems that may affect the department.	15	2.00	26.7	27%	47%	27%
42. You get things done through the department.	15	2.13	33.3	20%	47%	33%
43. You are adept at navigating within the culture of the department.	15	2.20	40.0	20%	40%	40%
44. You are able to explain departmental policies and procedures to others.	15	2.20	26.7	7%	67%	27%
45. You are able to deal with sensitive issues with tact and professionalism.	15	2.53	60.0	7%	33%	60%

Comments:

- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- She is a natural and perfect fit for the CFO position.
- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- I would like to see her expand personal long-term goals at the company.
- She has great sense of vision and purpose for the division and organization as a whole.
- Our department continues to have a very low loss rate.

Vision

Summary Scores



46. You create a positive vision of the future for the Company.



47. You demonstrate consistency between words and actions



48. You behave in a way that is consistent with business values & code of conduct



49. You clearly articulate a vision for your work and inspires others to support it



50. You lead employees in new directions.



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. You create a positive vision of the future for the Company.	15	2.27	26.7		73%	27%
47. You demonstrate consistency between words and actions	15	2.13	26.7	13%	60%	27%
48. You behave in a way that is consistent with business values & code of conduct	15	2.40	40.0		60%	40%
49. You clearly articulate a vision for your work and inspires others to support it	15	2.47	46.7		53%	47%
50. You lead employees in new directions.	15	2.33	46.7	13%	40%	47%

Comments:

- She 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.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- I am VERY fortunate to be on her team and part of this division.
- Her communication style can also come across as very directive at times to peers and subordinates.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.

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?

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- Collaboration and dissemination of information and projects is something ___ does well.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ has brought a much needed positive change to [CompanyName].
- We are lucky to have her here at [CompanyName].

What do you like best about working with this individual?

- ___ listens to employees ideas and concerns and address the issues right away.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.

What do you like least about working with this individual?

- She provided coaching and support to improve this individual's performance.
- ___ is an impressive performer.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- Provide and solicit more frequent feedback.
- ___ has improved with her follow-up assignments from meetings.

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

- ___ does a great job at demonstrating the value of her team to the organization.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- Great addition to our team!
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- She is a pleasure to work with and an asset to [CompanyName].
- She is the only manager in the department to help us when we are short.

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

- ___ is an extremely competent leader and I am enjoying learning by her example.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- ___ is highly professional in her everyday work.
- ___ always presents herself in the most professional manner.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- She is such a model for leaders throughout our organization.

Any final comments?

- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- She gives you confidence knowing she always has your back.
- I can not say enough good things about ___ she has been an asset to our department from day one.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- She desires to do great work.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.