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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.

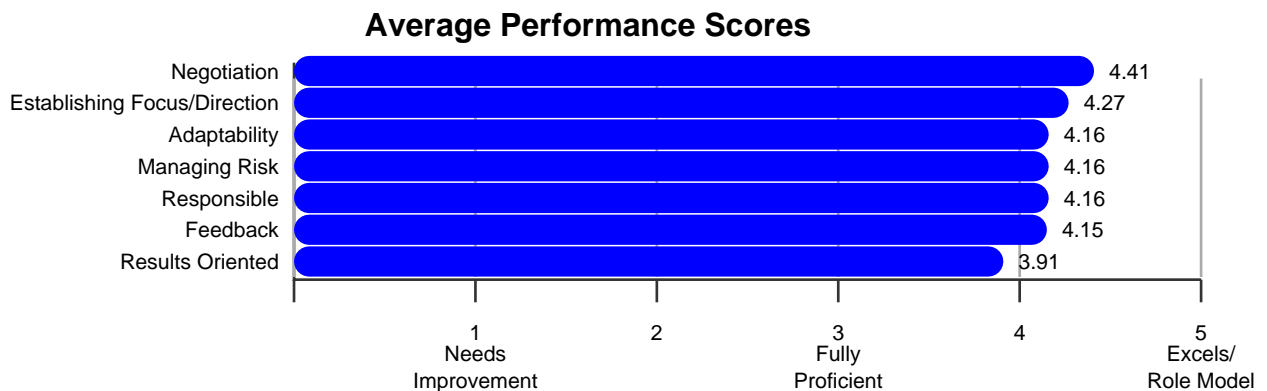
## What to Do with Your Feedback

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

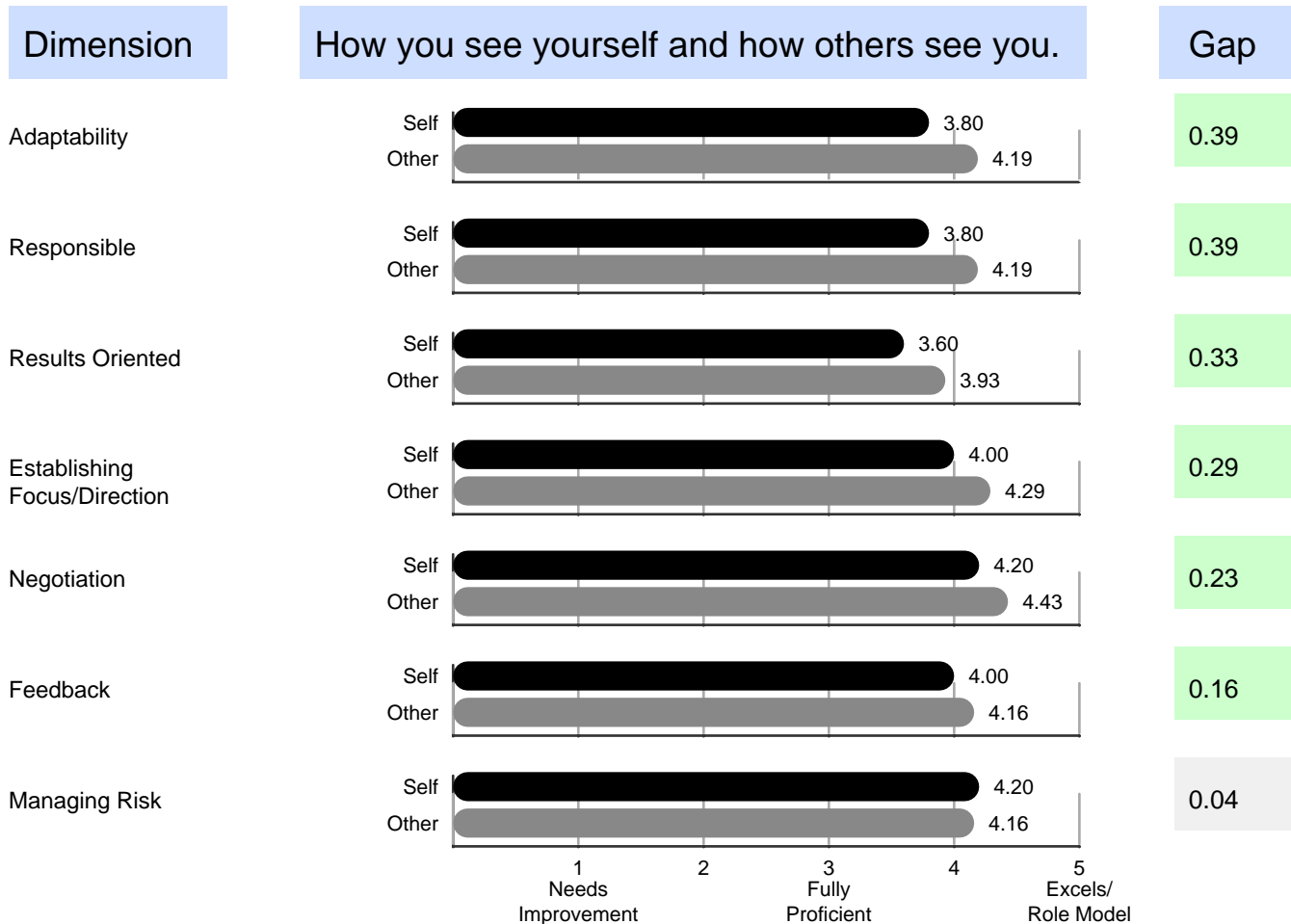
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



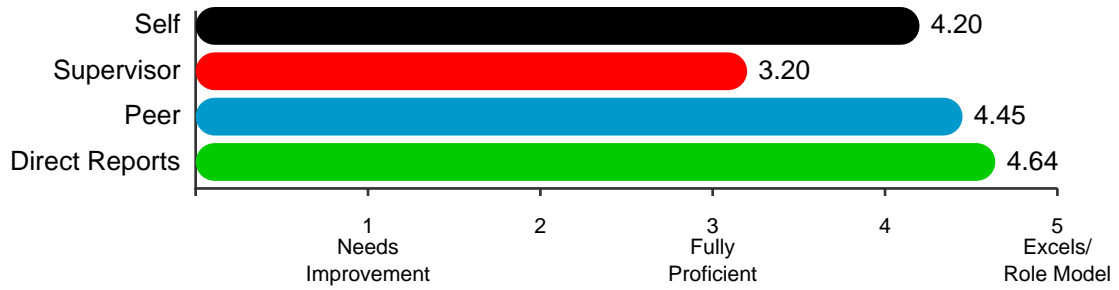
## Gap Analysis

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.



# Negotiation

## Summary Scores



### 1. Establishes good working relationships with others.



### 2. Able to say "no" when it is essential to maintaining quality and high standards.



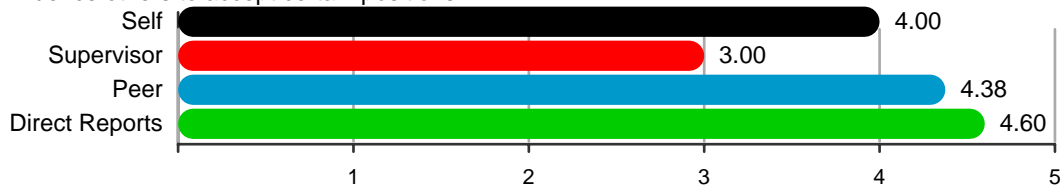
### 3. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.



### 4. Is able to decline bad ideas to avoid making poor decisions.



### 5. Able to influence others to accept certain positions.



## 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).

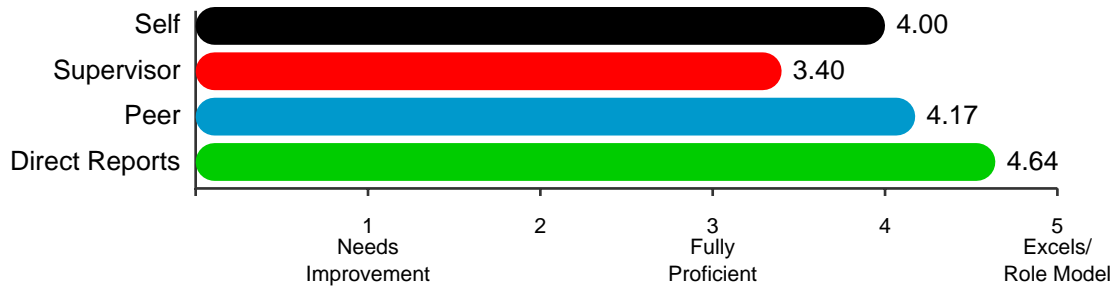
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Establishes good working relationships with others.	15	4.20	93.3	7%	67%	27%
2. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.87	100.0	13%	87%	
3. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.27	93.3	7%	60%	33%
4. Is able to decline bad ideas to avoid making poor decisions.	15	4.40	86.7	13%	33%	53%
5. Able to influence others to accept certain positions.	15	4.33	93.3	7%	53%	40%

### Comments:

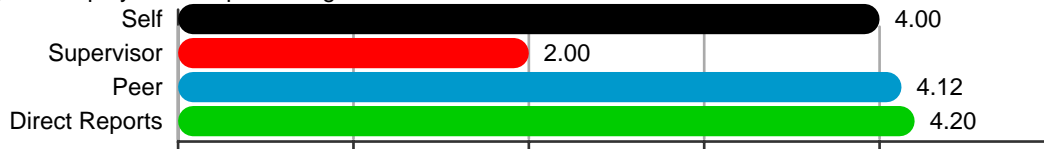
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- \_\_\_ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- \_\_\_ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- \_\_\_ is a good leader because she gives examples through her own behavior.

# Establishing Focus/Direction

## Summary Scores



### 6. Helps guide employees with prioritizing tasks.



### 7. Makes sure that employees understand how their work relates to organizational goals.



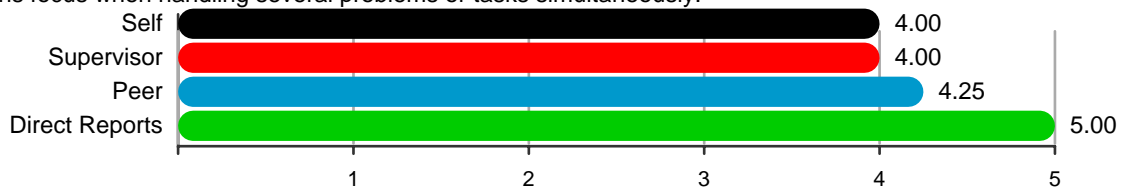
### 8. Maintains self-control when personally criticized.



### 9. Aligns the department's goals with the goals of the organization.



### 10. Maintains focus when handling several problems or tasks simultaneously.



## Level of Skill

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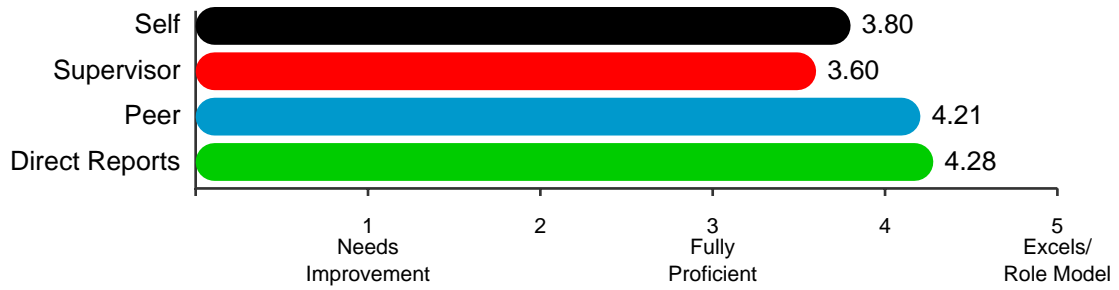
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Helps guide employees with prioritizing tasks.	15	4.00	80.0	7%	13%	53%	27%
7. Makes sure that employees understand how their work relates to organizational goals.	15	4.07	80.0		20%	53%	27%
8. Maintains self-control when personally criticized.	15	4.33	93.3	7%		47%	47%
9. Aligns the department's goals with the goals of the organization.	15	4.47	93.3	7%		40%	53%
10. Maintains focus when handling several problems or tasks simultaneously.	15	4.47	93.3	7%		40%	53%

### Comments:

- As mentioned above, good collaboration.
- \_\_\_ leads by example. Great Employee engagement.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- \_\_\_ has done a great job of continuing to grow and refine the service lines.
- She is always available to listen, lend a hand, or guide the staff when needed.

# Adaptability

## Summary Scores



11. Is flexible and open minded in dealing with others.



12. Learns from personal experiences and/or mistakes.



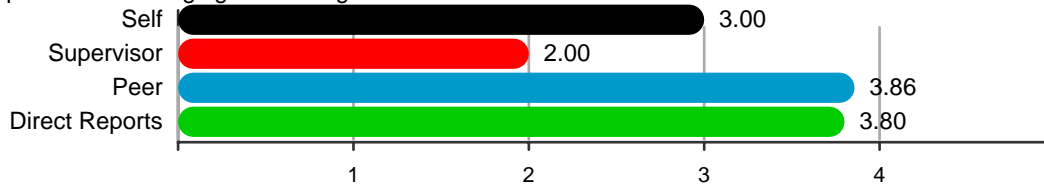
13. Develops insights and applies innovative solutions to projects and problems.



14. Able to adapt to changes in technology and processes.



15. Adjusts priorities to changing business goals.





## Level of Skill

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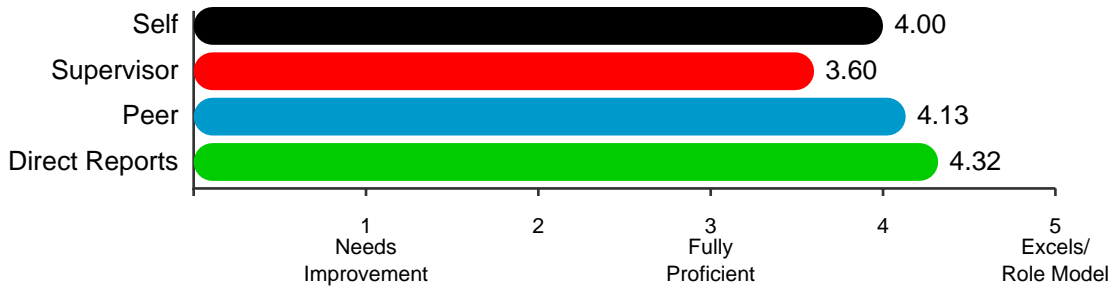
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Is flexible and open minded in dealing with others.	15	4.60	100.0	40%	60%	
12. Learns from personal experiences and/or mistakes.	15	4.27	100.0	73%	27%	
13. Develops insights and applies innovative solutions to projects and problems.	15	4.33	100.0	67%	33%	
14. Able to adapt to changes in technology and processes.	15	3.93	73.3	27%	53%	20%
15. Adjusts priorities to changing business goals.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_ is an amazing manager. She genuinely cares about her staff.
- Is always available to assist with issues, all scopes business or personal.
- The most important attribute that \_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- Appreciate \_\_\_'s willingness to participate on leadership in expanding research activity.
- I know \_\_\_ is working with her director and HR business partner in understanding her role as a operational manager.

# Feedback

## Summary Scores



16. Is easy to approach with ideas and opinions.



17. Shares past experiences with others as learning opportunities.



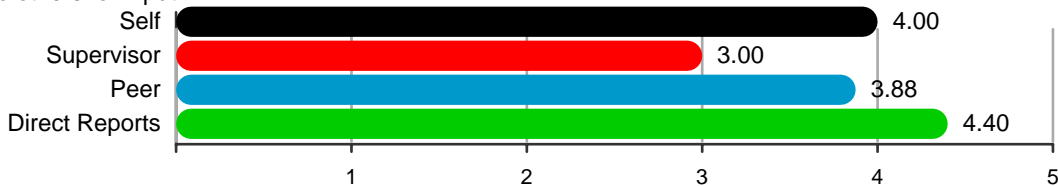
18. Accepts the views of others.



19. Open to the suggestions of others.



20. Looks to others for input.



## Level of Skill

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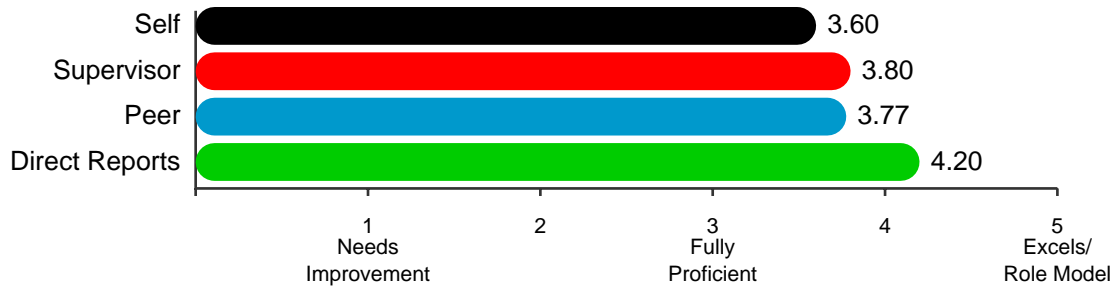
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Is easy to approach with ideas and opinions.	15	4.33	86.7	13%	40%	47%	
17. Shares past experiences with others as learning opportunities.	15	4.27	93.3	7%	60%	33%	
18. Accepts the views of others.	14	4.00	92.9	7%	86%	7%	
19. Open to the suggestions of others.	14	4.14	85.7	7%	7%	50%	36%
20. Looks to others for input.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Taking everything into consideration, \_\_\_ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- It's been a pleasure to work for her.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_ fits the leadership role well.
- \_\_\_ is a valuable resource to the organization and the team.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- I have worked on several performance improvement projects with \_\_\_ and have appreciated her knowledge and reliability with collaboration.

# Results Oriented

## Summary Scores



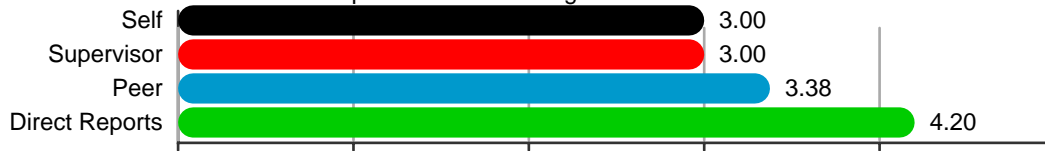
21. Stays focused on meeting the needs of customers.



22. Directs team in prioritizing daily work activities



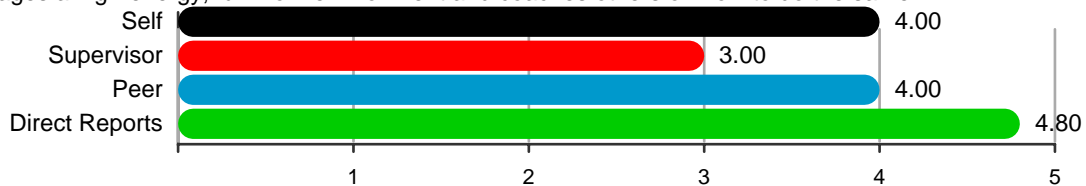
23. Inspires and motivates co-workers to be productive and energetic at work



24. Provides clear expectations for employees.



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



## Level of Skill

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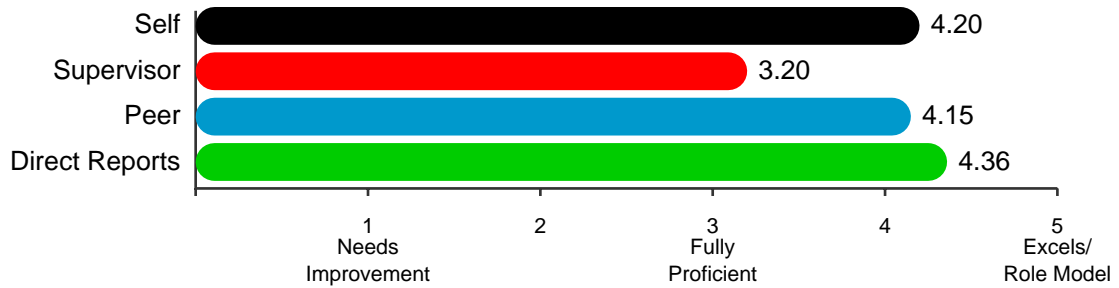
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Stays focused on meeting the needs of customers.	15	4.00	66.7	13%	20%	20%	47%
22. Directs team in prioritizing daily work activities	15	3.47	53.3	13%	33%	47%	7%
23. Inspires and motivates co-workers to be productive and energetic at work	15	3.60	66.7	13%	20%	60%	7%
24. Provides clear expectations for employees.	15	4.27	86.7	7%	7%	40%	47%
25. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	4.20	80.0	7%	13%	33%	47%

### Comments:

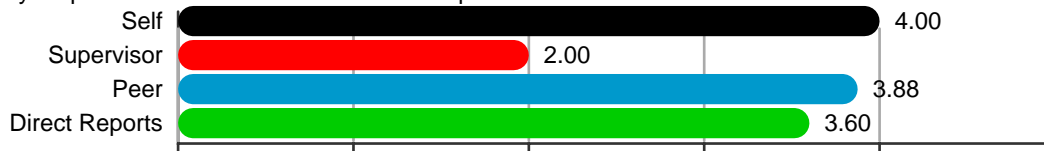
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- \_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- It is difficult with a small staff to assign roles that best use each employee's strengths but have tried hard to learn the staff and their strengths.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- \_\_\_ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.

# Managing Risk

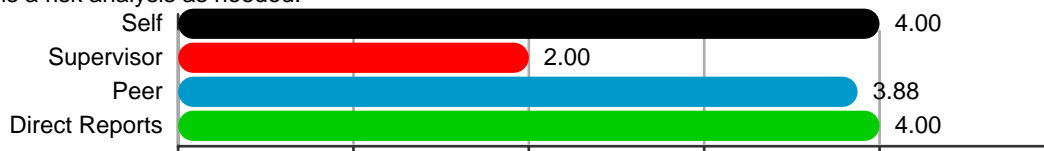
## Summary Scores



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



27. Performs a risk analysis as needed.



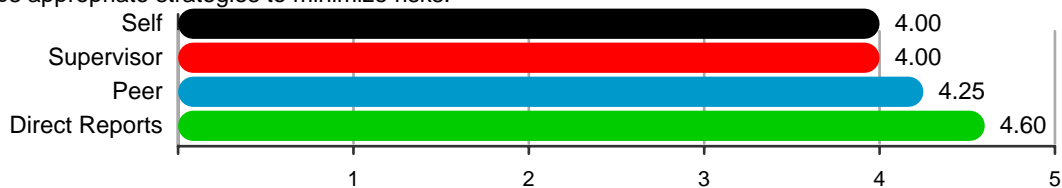
28. Implements changes to reduce the chances of critical incidents in the future.



29. Is aware of the financial implications of certain risks.



30. Develops appropriate strategies to minimize risks.



## Level of Skill

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

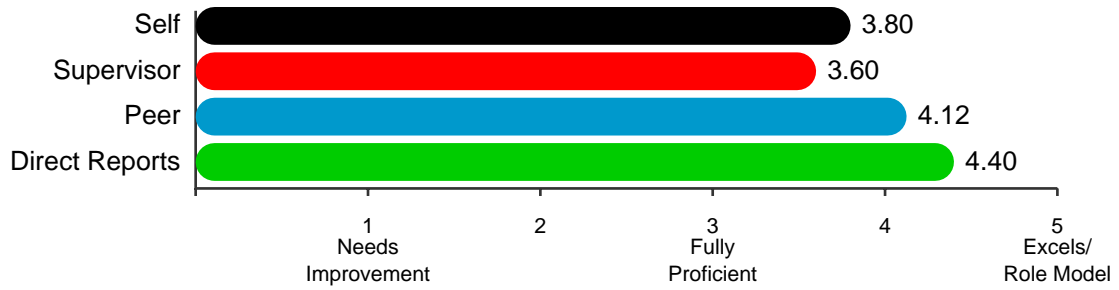
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Effectively responds to critical situations to reduce potential for losses.	15	3.67	66.7	20%	13%	47%		20%
27. Performs a risk analysis as needed.	15	3.80	73.3	20%	7%	47%		27%
28. Implements changes to reduce the chances of critical incidents in the future.	15	4.33	86.7	13%		40%		47%
29. Is aware of the financial implications of certain risks.	15	4.67	100.0			33%		67%
30. Develops appropriate strategies to minimize risks.	15	4.33	100.0			67%		33%

### Comments:

- She is the only manager in the department to help us when we are short.
- She removes barriers so that we can do our job to the best of our ability.
- \_\_\_ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- I feel that we would not be such a great place if it wasn't for \_\_\_. \_\_\_ is the best!!!!!!
- \_\_\_ is a wonderful person to work for.
- She sets her expectations high, and delivers a high level of performance herself.

# Responsible

## Summary Scores



### 31. Completes assigned work tasks.



### 32. Holds herself / himself accountable to goals / objectives



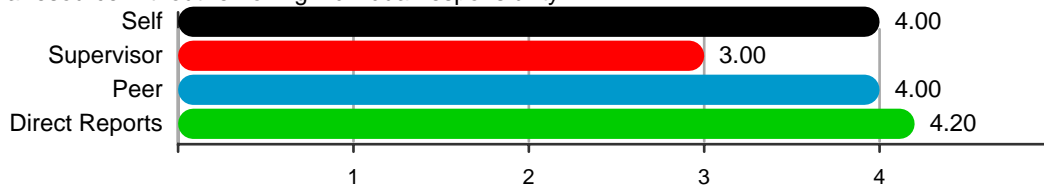
### 33. Sets a good example



### 34. Behavior is ethical and honest.



### 35. Acts as a resource without removing individual responsibility.





## Level of Skill

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Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Completes assigned work tasks.	15	4.07	80.0	20%	53%	27%
32. Holds herself / himself accountable to goals / objectives	15	4.47	100.0		53%	47%
33. Sets a good example	15	4.13	80.0	20%	47%	33%
34. Behavior is ethical and honest.	15	4.13	86.7	13%	60%	27%
35. Acts as a resource without removing individual responsibility.	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- I appreciate \_\_\_ being open to suggestions, and available when concerns brought to her.
- \_\_\_ has been so helpful to me as a new manager.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- Has good intentions, but follow through needs more work.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.

## 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?

- She strives to raise the bar everyday to improve our processes to best serve our customers.
- Always has the company's best interest at heart.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- \_\_\_ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- \_\_\_ is committed to our organization and leads by example.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.

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

- \_\_\_ is able to problem solve very well.
- 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.
- We have made improvements in our documentation and have decreased duplicate reporting.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- \_\_\_ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.

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

- I admire \_\_\_ for showing courage, compassion and commitment during her recent team sessions.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- \_\_\_ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- \_\_\_ 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.
- Confidence is the only thing I think she needs to improve on.

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

- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- \_\_\_ is a great partner in Systems Implementation.
- \_\_\_ sets high standards for her team and ensures they perform professionally.
- She has a very engaging style which generates trust and respect.
- I appreciate that as a new manager to this department \_\_\_ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- \_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.

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

- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- \_\_\_ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- \_\_\_ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about \_\_\_ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- \_\_\_ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.

- \_\_\_'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.
- \_\_\_ is a very effective communicator and I always felt very well informed as her direct report.

### Any final comments?

- She truly is the best Manager I have ever had.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- She has a calm demeanor and willingness to help with anything.
- Always conducts herself in a professional manner.
- She will always be able to state that she did everything she could, she gives this job her all!
- I appreciate \_\_\_'s willingness to share her knowledge with our team.