

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.

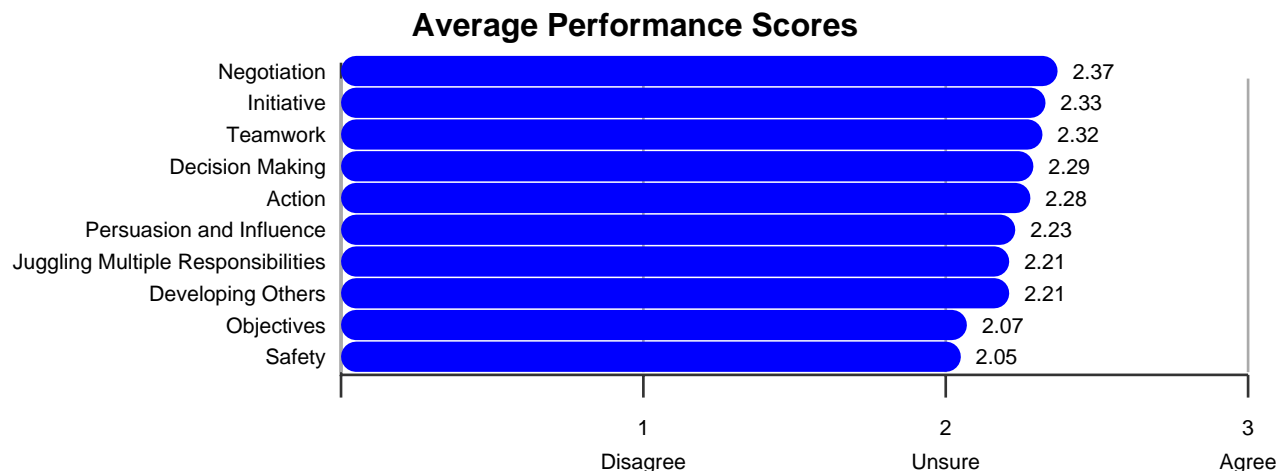
What to Do with Your Feedback

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.



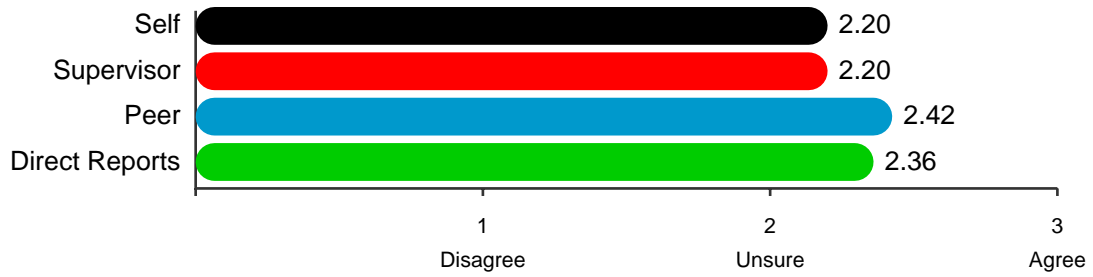
Gap Analysis

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.



Negotiation

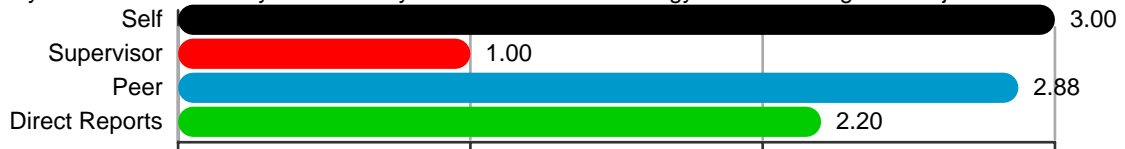
Summary Scores



1. Stays calm and focuses on the core issues to be discussed.



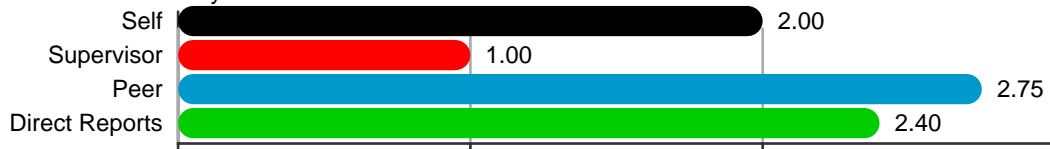
2. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.



3. Researches the needs of the other party to identify strengths and weaknesses of positions.



4. Changes communication styles to meet the listener's needs.



5. Able to adapt to changing situations.



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 (Disagree) to green (Agree).

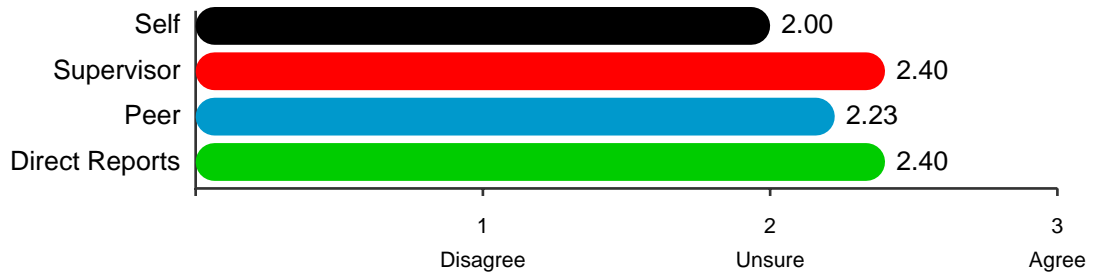
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Stays calm and focuses on the core issues to be discussed.	15	2.27	33.3	7%	60%	33%
2. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	2.53	73.3	20%	7%	73%
3. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	2.33	40.0	7%	53%	40%
4. Changes communication styles to meet the listener's needs.	15	2.47	53.3	7%	40%	53%
5. Able to adapt to changing situations.	15	2.27	40.0	13%	47%	40%

Comments:

- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- Without a doubt, ___ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- She is decisive about budgets, emergency preparedness, and safety.

Action

Summary Scores



6. Does whatever it takes (within reason) to get the job done.



7. Works quickly when faced with difficult problems.



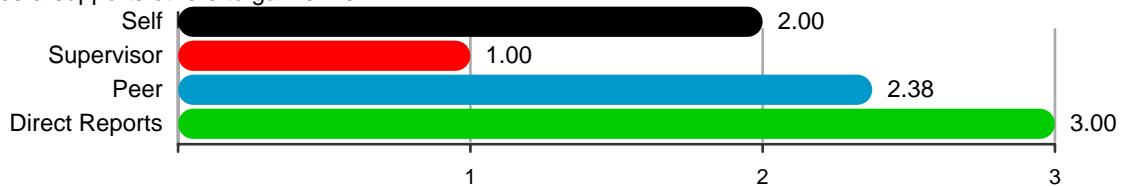
8. Effectively makes decisions



9. Drives and mobilizes others progress toward goals.



10. Motivates & supports others to gain skills



Level of Skill

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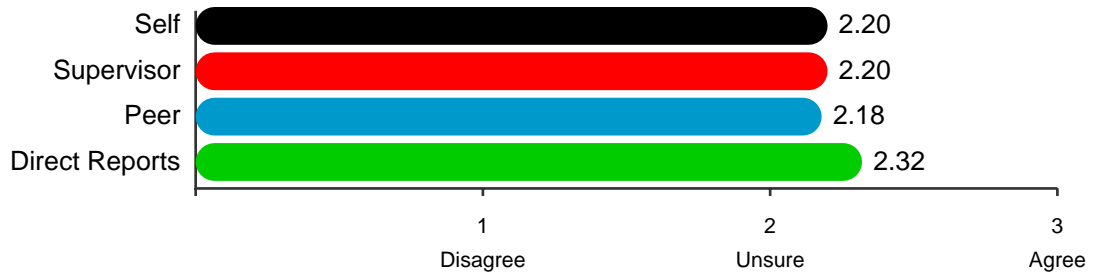
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Does whatever it takes (within reason) to get the job done.	15	2.13	33.3	20%	47%	33%
7. Works quickly when faced with difficult problems.	15	2.07	26.7	20%	53%	27%
8. Effectively makes decisions	15	2.33	40.0	7%	53%	40%
9. Drives and mobilizes others progress toward goals.	15	2.40	53.3	13%	33%	53%
10. Motivates & supports others to gain skills	15	2.47	60.0	13%	27%	60%

Comments:

- She couldn't be more engaged if she tried.
- She encourages staff skill development and input to improve department processes
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- 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.
- Our department continues to have a very low loss rate.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.

Persuasion and Influence

Summary Scores



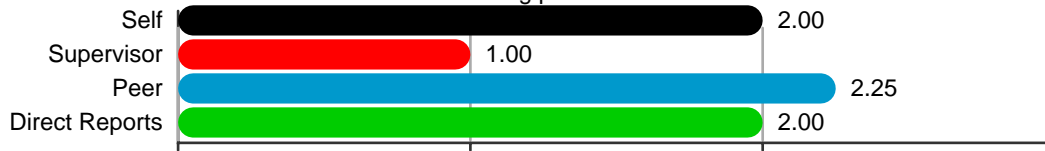
11. Develops a good rapport with others.



12. Able to express own goals and needs.



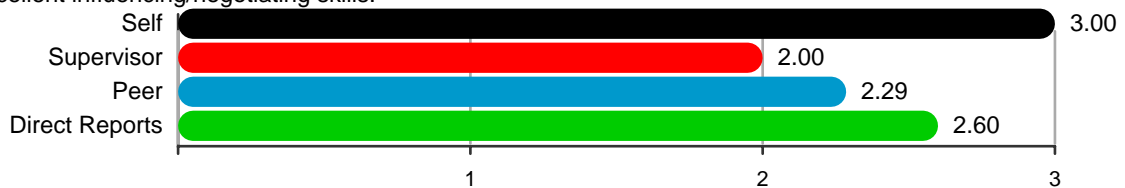
13. Ensures stakeholders are involved in the decision making process.



14. Understanding what others need.



15. Has excellent influencing/negotiating skills.



Level of Skill

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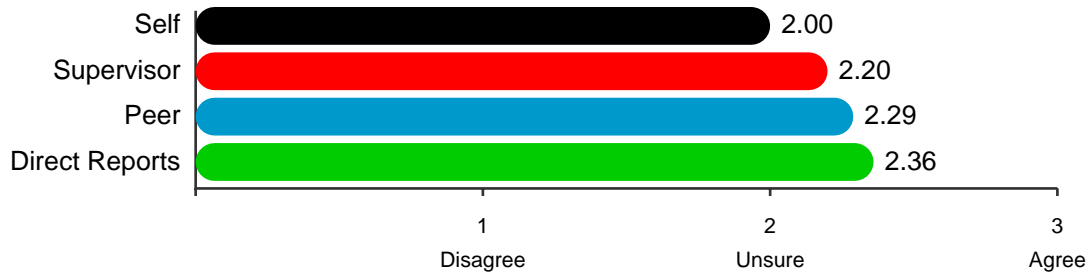
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Develops a good rapport with others.	15	2.33	40.0	7%	53%	40%
12. Able to express own goals and needs.	15	2.07	20.0	13%	67%	20%
13. Ensures stakeholders are involved in the decision making process.	15	2.07	26.7	20%	53%	27%
14. Understanding what others need.	15	2.27	40.0	13%	47%	40%
15. Has excellent influencing/negotiating skills.	14	2.43	50.0	7%	43%	50%

Comments:

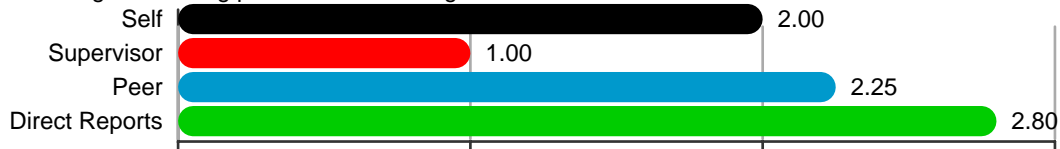
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- ___ leads by example. Great Employee engagement.
- ___ 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.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- Strive for excellence. Willing to learn. Implement advice from others.

Decision Making

Summary Scores



16. Does not lose sight of the big picture when making decisions



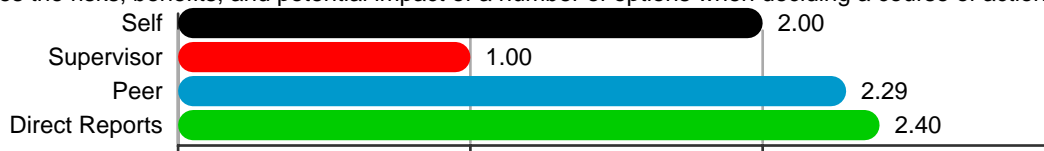
17. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



18. Asks for additional information when making critical decisions.



19. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



20. Seeks input from key people who should be involved in, or will be affected by, decisions



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 (Disagree) to green (Agree).

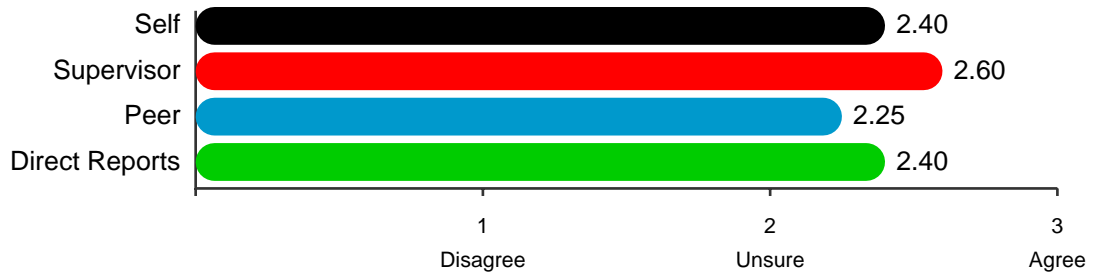
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Does not lose sight of the big picture when making decisions	15	2.33	46.7	13%	40%	47%
17. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	2.33	40.0	7%	53%	40%
18. Asks for additional information when making critical decisions.	14	2.00	14.3	14%	71%	14%
19. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	14	2.21	42.9	21%	36%	43%
20. Seeks input from key people who should be involved in, or will be affected by, decisions	15	2.53	60.0	7%	33%	60%

Comments:

- Our organization is a better place because of her and her future focus.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- She knows product and how to engage potential clients.
- ___ has excellent communication skills.

Initiative

Summary Scores



21. Takes action without being asked.



22. Immediately works to complete goals well before their deadline.



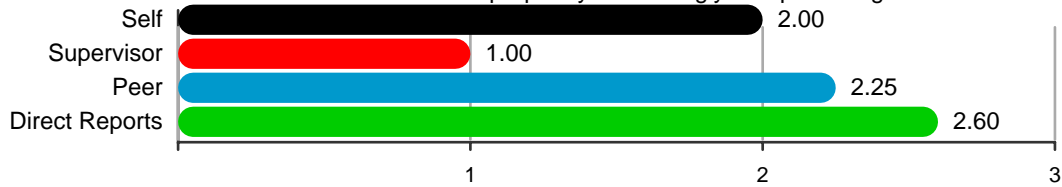
23. Seeks and utilizes opportunities for continuous learning and self-development.



24. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



25. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



Level of Skill

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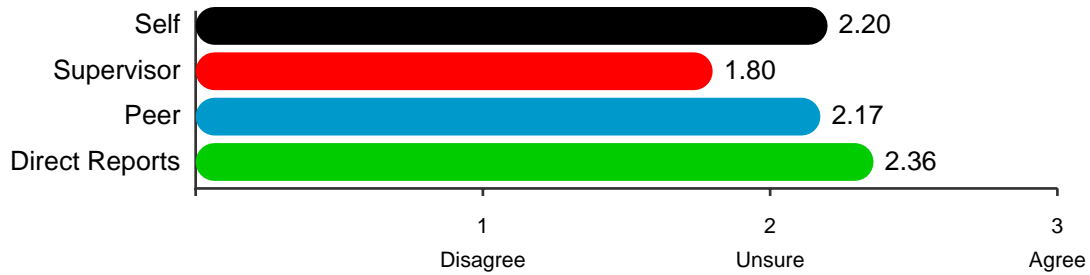
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Takes action without being asked.	15	2.60	66.7	7%	27%	67%
22. Immediately works to complete goals well before their deadline.	15	2.33	40.0	7%	53%	40%
23. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.07	20.0	13%	67%	20%
24. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	2.40	53.3	13%	33%	53%
25. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.27	53.3	27%	20%	53%

Comments:

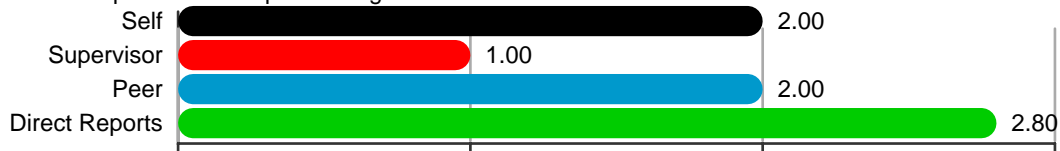
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- 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.

Juggling Multiple Responsibilities

Summary Scores



26. Uses a scheduler/planner to keep tasks organized and on time.



27. Coordinates the work of a team by assigning tasks to other team members.



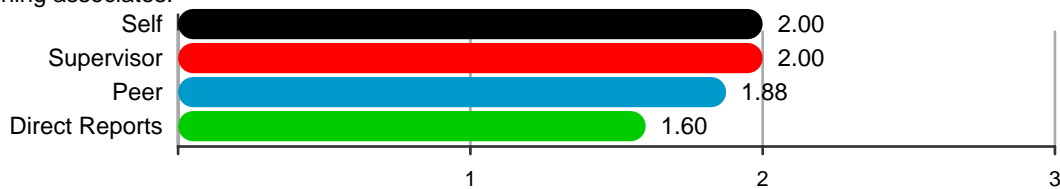
28. Assigns tasks based on skills of team members.



29. Is aware of the deadlines for specific tasks/assignments.



30. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.



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 (Disagree) to green (Agree).

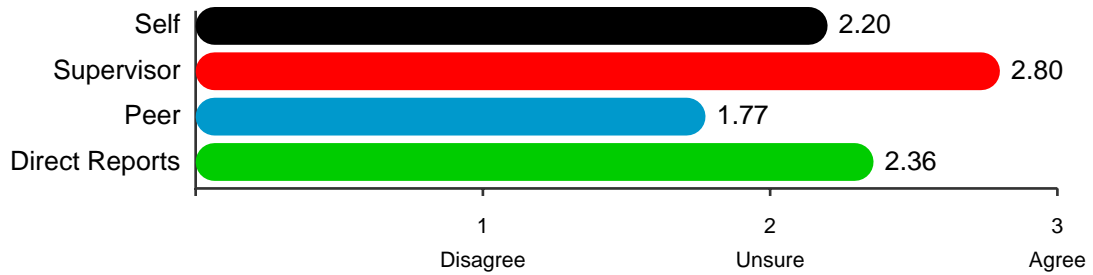
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Uses a scheduler/planner to keep tasks organized and on time.	15	2.20	33.3	13%	53%	33%
27. Coordinates the work of a team by assigning tasks to other team members.	15	2.00	26.7	27%	47%	27%
28. Assigns tasks based on skills of team members.	15	2.47	53.3	7%	40%	53%
29. Is aware of the deadlines for specific tasks/assignments.	15	2.60	60.0		40%	60%
30. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	1.80	13.3	33%	53%	13%

Comments:

- She is very supportive and easily approachable.
- I admire ___ for showing courage, compassion and commitment during her recent team sessions.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- Confidence, Attitude, Desire to learn.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.

Objectives

Summary Scores



31. Ability to establish realistic goals.



32. Organizes and schedules events, activities, and resources.



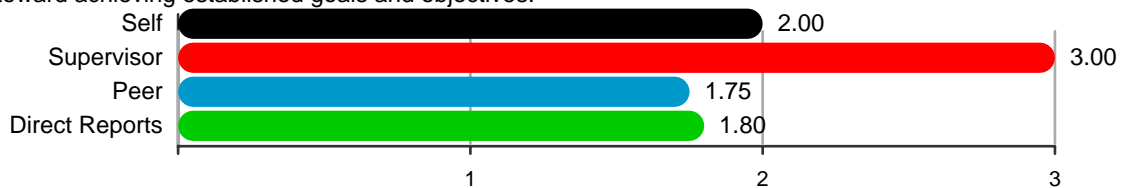
33. Sets long-term and short-term goals.



34. Assures [Company] principles are understood, employed & pursued.



35. Works toward achieving established goals and objectives.



Level of Skill

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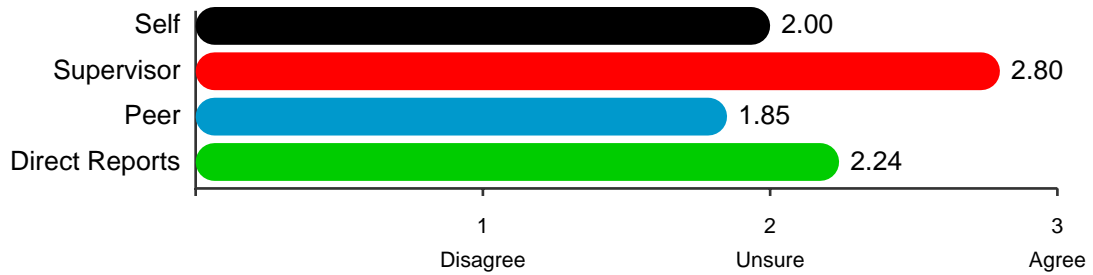
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Ability to establish realistic goals.	15	2.13	33.3	20%	47%	33%
32. Organizes and schedules events, activities, and resources.	15	2.13	33.3	20%	47%	33%
33. Sets long-term and short-term goals.	15	2.07	33.3	27%	40%	33%
34. Assures [Company] principles are understood, employed & pursued.	15	2.13	26.7	13%	60%	27%
35. Works toward achieving established goals and objectives.	15	1.87	20.0	33%	47%	20%

Comments:

- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.

Safety

Summary Scores



36. Develops a strong safety culture.



37. Mitigates hazards and safety issues that arise.



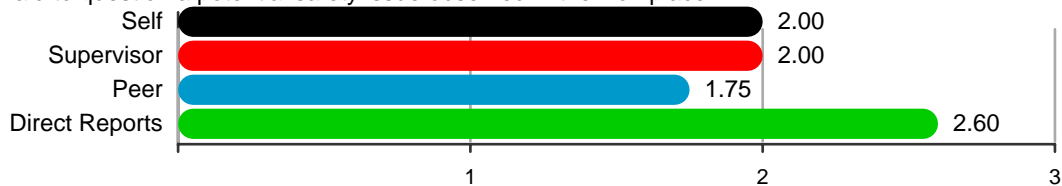
38. Points out behaviors in others that may be unsafe.



39. Identifies and addresses safety needs.



40. Is not afraid to question a potential safety issue observed in the workplace.



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 (Disagree) to green (Agree).

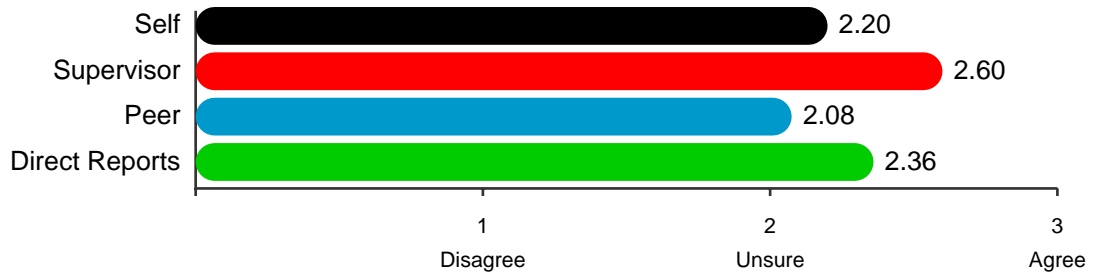
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Develops a strong safety culture.	15	1.87	20.0	33%	47%	20%
37. Mitigates hazards and safety issues that arise.	15	1.93	13.3	20%	67%	13%
38. Points out behaviors in others that may be unsafe.	15	2.07	33.3	27%	40%	33%
39. Identifies and addresses safety needs.	15	2.33	33.3		67%	33%
40. Is not afraid to question a potential safety issue observed in the workplace.	15	2.07	33.3	27%	40%	33%

Comments:

- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- ___ works to keep up but a lot of new concepts.
- Has a "go getter" attitude!
- Communication to staff has greatly improved.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.

Developing Others

Summary Scores



41. Creates a work environment that fosters positive feedback to employees.



42. Develops employees by offering and encouraging them to take on new or additional responsibilities.



43. Tries to ensure employees are ready to move to the next level.



44. Supports the successes of other employees.



45. Recognizes and celebrates accomplishments of 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 (Disagree) to green (Agree).

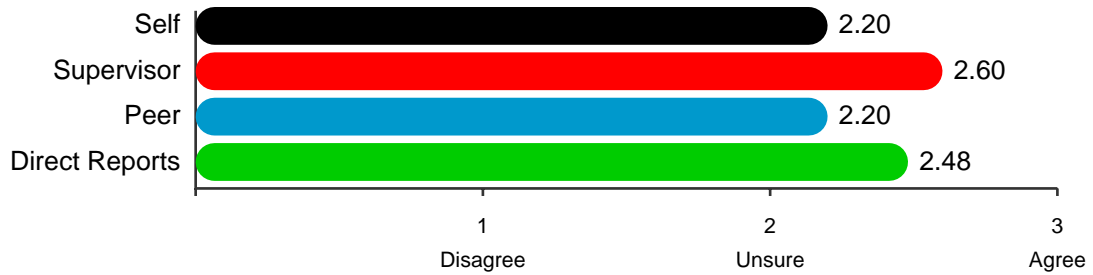
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Creates a work environment that fosters positive feedback to employees.	15	2.00	26.7	27%	47%	27%
42. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	2.13	33.3	20%	47%	33%
43. Tries to ensure employees are ready to move to the next level.	15	2.20	40.0	20%	40%	40%
44. Supports the successes of other employees.	15	2.20	26.7	7%	67%	27%
45. Recognizes and celebrates accomplishments of others.	15	2.53	60.0	7%	33%	60%

Comments:

- She has hired good people, and developed strong relationships with finance.
- 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.
- ___ is very approachable and ensures the best for all employees in the department.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- More opportunities to share knowledge with the team.
- She is very customer focused and this reflects in her division leadership and performance.

Teamwork

Summary Scores



46. Provides assistance and support to other team members when needed



47. Fosters respect and understanding among team members



48. Coaches team members



49. Fosters teamwork rather than individual competition



50. Communicates well with team members.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Provides assistance and support to other team members when needed	15	2.27	26.7		73%	27%
47. Fosters respect and understanding among team members	15	2.13	26.7	13%	60%	27%
48. Coaches team members	15	2.40	40.0		60%	40%
49. Fosters teamwork rather than individual competition	15	2.47	46.7		53%	47%
50. Communicates well with team members.	15	2.33	46.7	13%	40%	47%

Comments:

- She make sure the team effort not only succeed on paper.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- She is the only manager in the department to help us when we are short.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.

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 is very supportive and easily approachable.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- ___ takes people where they want to go and pushes them to be their own success.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ has been very supportive as a supervisor.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.

What do you like best about working with this individual?

- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- Does well in most technical skills and is willing to learn anything that is new
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- She is well respected by her peers and it is clear to see why.

What do you like least about working with this individual?

- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- ___ encourages our staff to strive to be the best that we can be.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- ___ 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.
- She is beginning to reach out to the other managers more, and it is appreciated.

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

- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- I know that ___ cares about me as a total individual not just as a professional.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.

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

- Be being better organized. It would help with prioritizing.
- ___ is very clear about her expectations and I appreciate this.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- ___ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- Does above and beyond work consistently
- ___ 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.

Any final comments?

- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She is very astute, proactive in problem solving, and a great team member.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- She will always be able to state that she did everything she could, she gives this job her all!