



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.

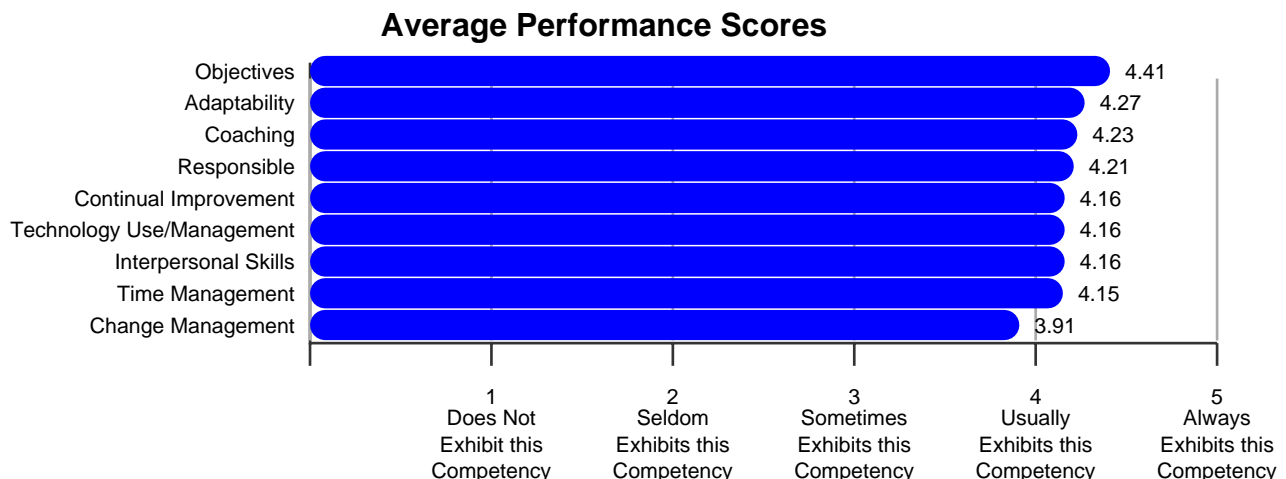
What to Do with Your Feedback

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

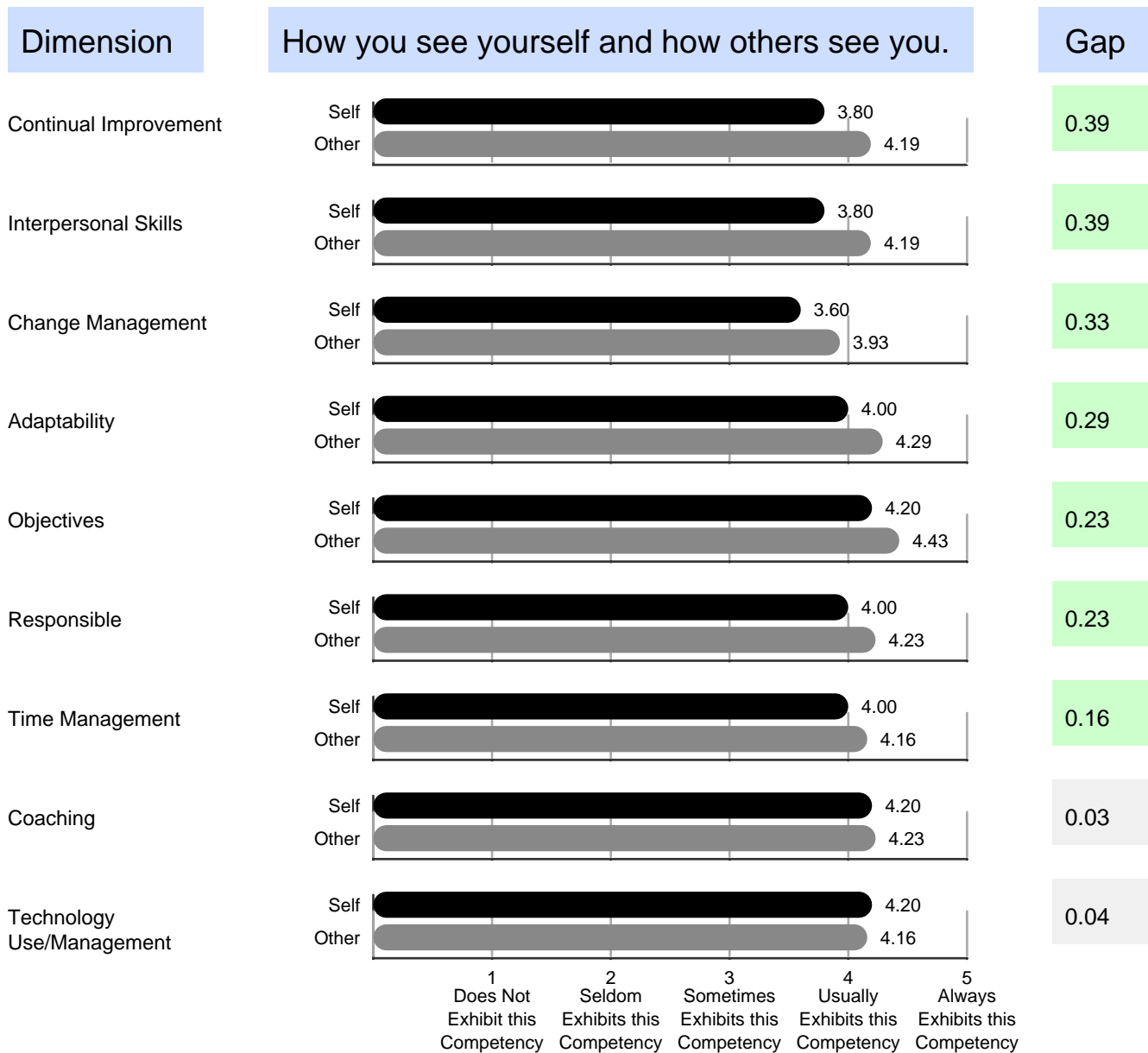
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



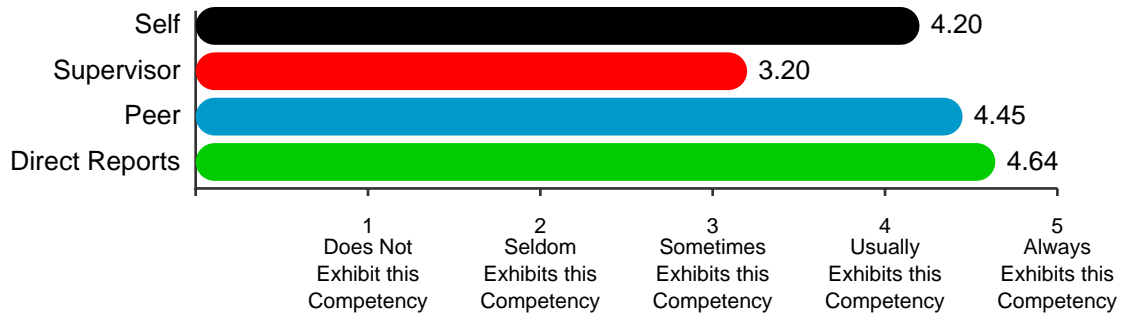
Gap Analysis

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.



Objectives

Summary Scores



1. Establishes goals and objectives.



2. Consistently provides me with timely feedback for improving my performance.



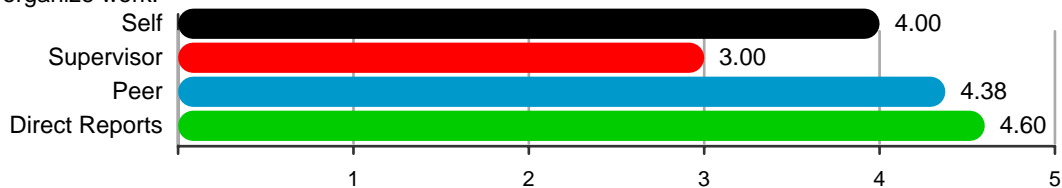
3. Works toward achieving established goals and objectives.



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



5. Able to organize work.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

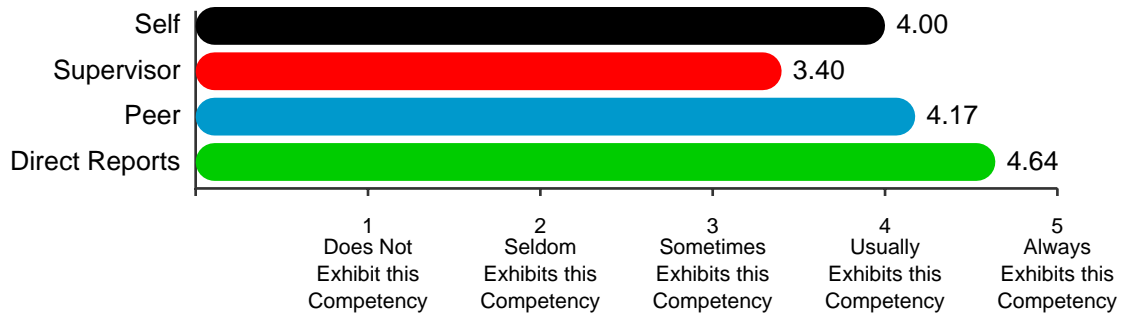
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Establishes goals and objectives.	15	4.20	93.3	7%		67%		27%
2. Consistently provides me with timely feedback for improving my performance.	15	4.87	100.0	13%		87%		
3. Works toward achieving established goals and objectives.	15	4.27	93.3	7%		60%		33%
4. Sets long-term and short-term goals.	15	4.40	86.7	13%	33%		53%	
5. Able to organize work.	15	4.33	93.3	7%		53%		40%

Comments:

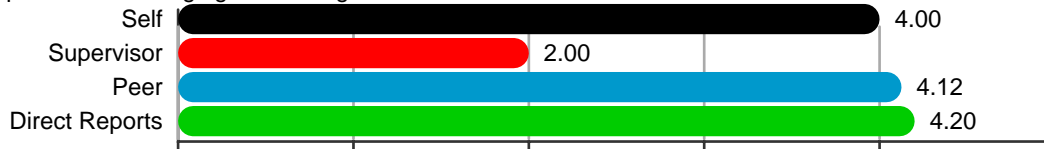
- She would benefit from soliciting more feedback and pushing others to do more.
- She often involves her team in decision making and to determine how to achieve outcomes.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- 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.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.

Adaptability

Summary Scores



6. Adjusts priorities to changing business goals.



7. Works effectively in dynamic and changing work environments.



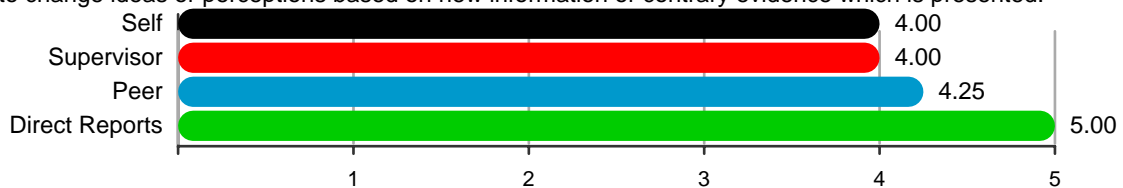
8. Develops insights and applies innovative solutions to projects and problems.



9. Learns from personal experiences and/or mistakes.



10. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.



Level of Skill

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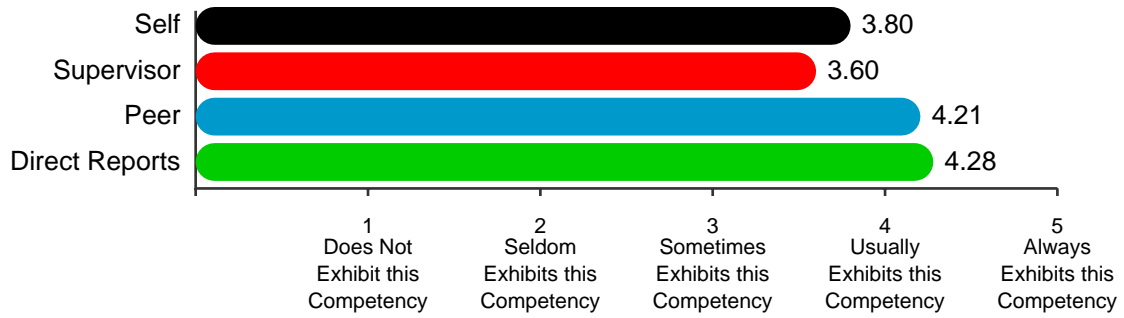
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Adjusts priorities to changing business goals.	15	4.00	80.0	7%	13%	53%	27%	
7. Works effectively in dynamic and changing work environments.	15	4.07	80.0		20%	53%	27%	
8. Develops insights and applies innovative solutions to projects and problems.	15	4.33	93.3	7%	47%		47%	
9. Learns from personal experiences and/or mistakes.	15	4.47	93.3	7%	40%		53%	
10. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	4.47	93.3	7%	40%		53%	

Comments:

- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- Increase in confidence. Being willing to lean into the uncomfortable.
- She is very supportive of cross training and learning new skills.
- ___ 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 hold 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.

Continual Improvement

Summary Scores



11. Promotes training and development opportunities to enhance job performance.



12. Looks for ways to expand and learn new job skills.



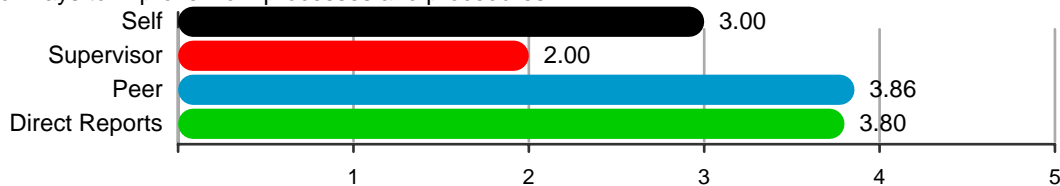
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



14. Looks for ways to expand current job responsibilities.



15. Looks for ways to improve work processes and procedures.



Level of Skill

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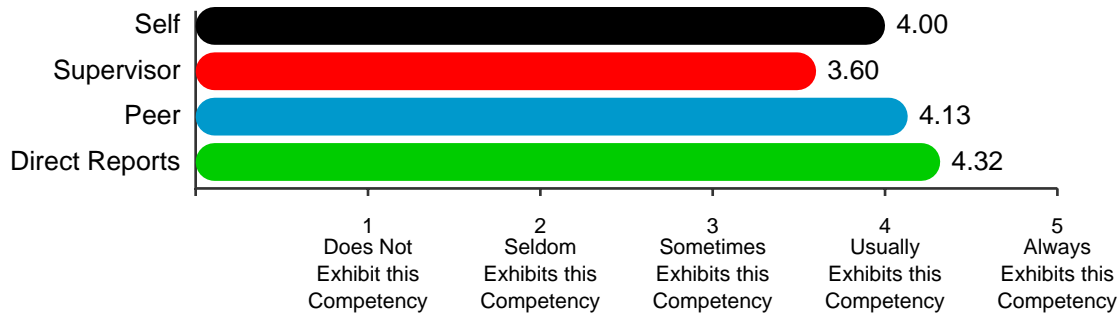
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Promotes training and development opportunities to enhance job performance.	15	4.60	100.0			40%	60%	
12. Looks for ways to expand and learn new job skills.	15	4.27	100.0			73%	27%	
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.33	100.0			67%	33%	
14. Looks for ways to expand current job responsibilities.	15	3.93	73.3	27%		53%	20%	
15. Looks for ways to improve work processes and procedures.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- ___ 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.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- Need to take in all opinions, not just those of employees who are not always truthful....
- She is open to feedback and actively tries to improve.

Time Management

Summary Scores



16. Uses agendas when chairing or facilitating meetings.



17. Sets clearly defined goals.



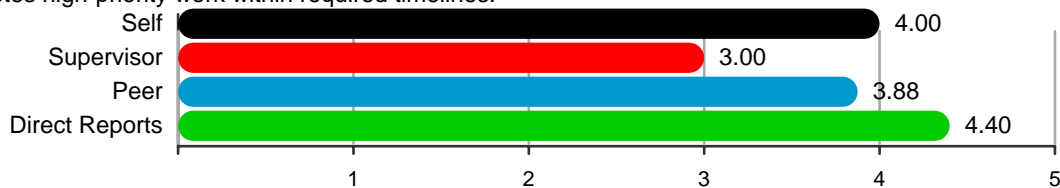
18. Keeps and maintains a To-Do list.



19. Prioritizes new tasks according to their relative importance.



20. Completes high-priority work within required timelines.



Level of Skill

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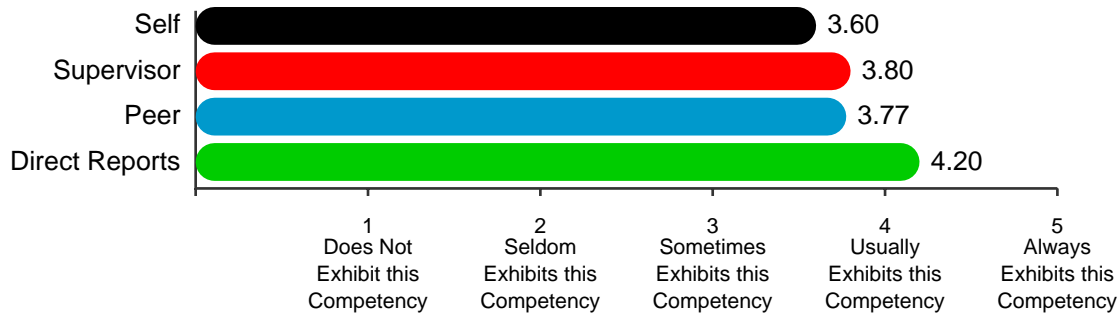
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Uses agendas when chairing or facilitating meetings.	15	4.33	86.7	13%	40%	47%		
17. Sets clearly defined goals.	15	4.27	93.3	7%	60%	33%		
18. Keeps and maintains a To-Do list.	14	4.00	92.9	7%	86%	7%		
19. Prioritizes new tasks according to their relative importance.	14	4.14	85.7	7%	7%	50%	36%	
20. Completes high-priority work within required timelines.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- ___'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- Our organization is a better place because of her and her future focus.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- She lets us develop our own style and inspires us to do our best.

Change Management

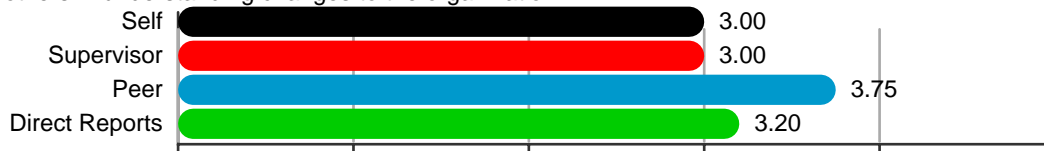
Summary Scores



21. Effective in dealing with ambiguous and challenging situations.



22. Assists others in understanding changes to the organization.



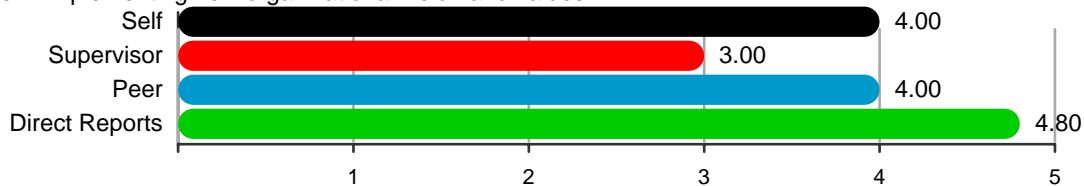
23. Adopts changes to set and example for others to follow.



24. Supports the Company's efforts to implement changes.



25. Effective in implementing new organizational vision and values.



Level of Skill

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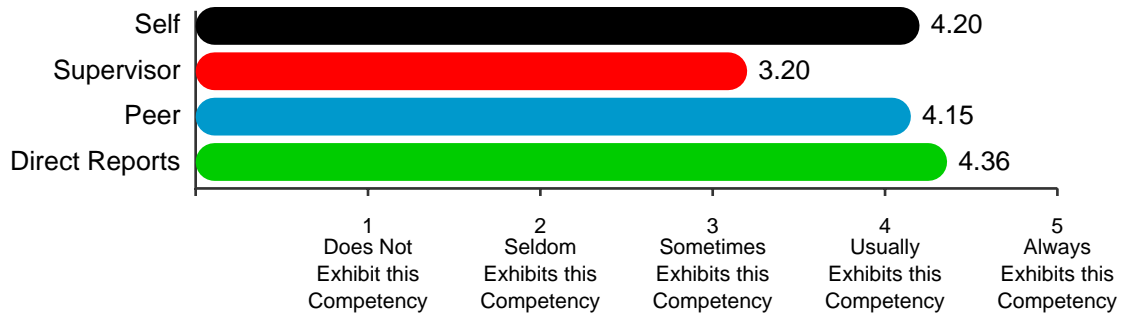
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Effective in dealing with ambiguous and challenging situations.	15	4.00	66.7	13%	20%	20%	47%	
22. Assists others in understanding changes to the organization.	15	3.47	53.3	13%	33%	47%	7%	
23. Adopts changes to set and example for others to follow.	15	3.60	66.7	13%	20%	60%	7%	
24. Supports the Company's efforts to implement changes.	15	4.27	86.7	7%	7%	40%	47%	
25. Effective in implementing new organizational vision and values.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

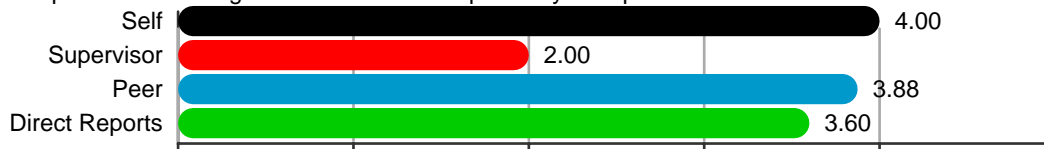
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- ___ has improved with her follow-up assignments from meetings.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.

Technology Use/Management

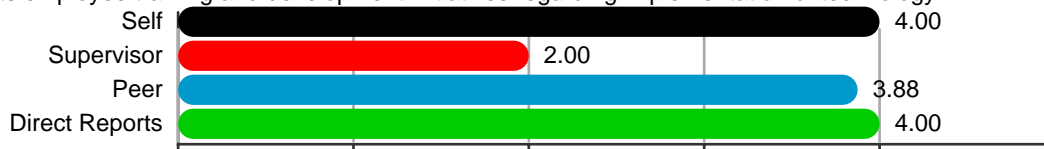
Summary Scores



26. Applies complex rules and regulations to maintain optimal system performance.



27. Supports employee training and development initiatives regarding implementation of technology.



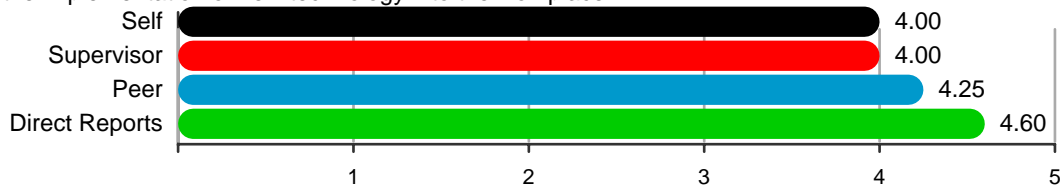
28. Proficient in the use of technical systems and processes.



29. Supports technical training and development of employees.



30. Adopts the implementation of new technology into the workplace.



Level of Skill

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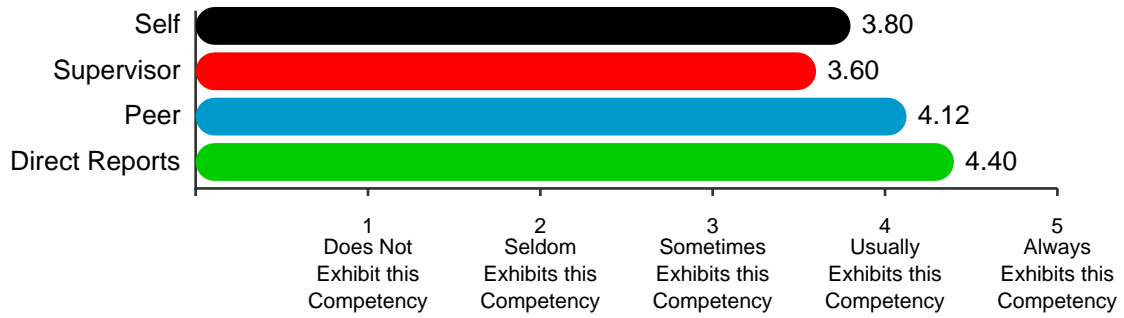
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Applies complex rules and regulations to maintain optimal system performance.	15	3.67	66.7	20%	13%	47%	20%	
27. Supports employee training and development initiatives regarding implementation of technology.	15	3.80	73.3	20%	7%	47%	27%	
28. Proficient in the use of technical systems and processes.	15	4.33	86.7	13%	40%	47%		
29. Supports technical training and development of employees.	15	4.67	100.0		33%	67%		
30. Adopts the implementation of new technology into the workplace.	15	4.33	100.0		67%	33%		

Comments:

- She is a high energy individual, with a level of integrity that goes above and beyond.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- Provide regular updates on the progress of work/tasks/projects.

Interpersonal Skills

Summary Scores



31. Values the opinions of others.



32. Demonstrates compassion and understanding of others.



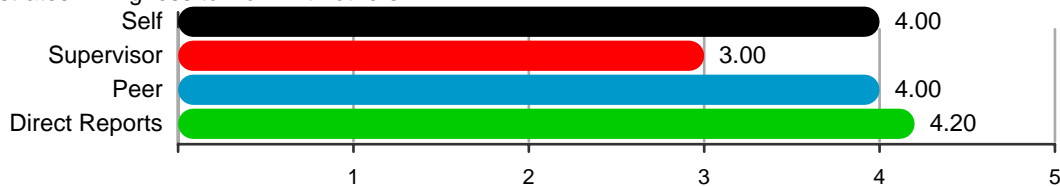
33. Is a role model for others



34. Uses knowledge and charisma rather than position, power, or coercion to influence others



35. Demonstrates willingness to work with others.



Level of Skill

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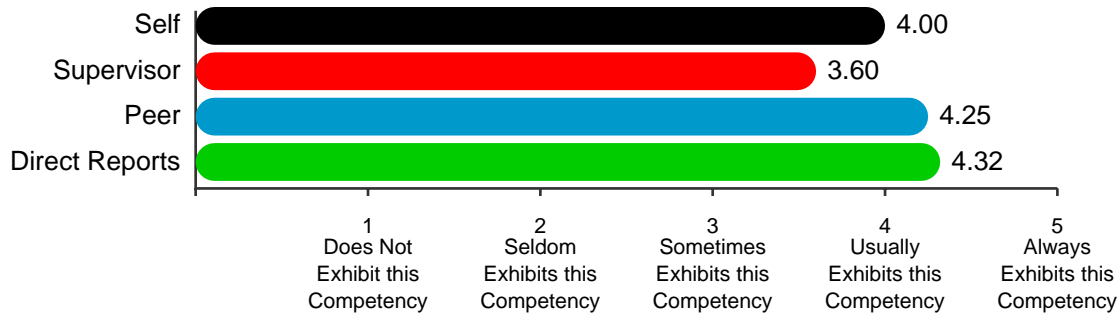
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Values the opinions of others.	15	4.07	80.0	20%		53%		27%
32. Demonstrates compassion and understanding of others.	15	4.47	100.0		53%		47%	
33. Is a role model for others	15	4.13	80.0	20%		47%		33%
34. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.13	86.7	13%		60%		27%
35. Demonstrates willingness to work with others.	15	4.00	80.0	20%		60%		20%

Comments:

- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- She is willing to fill in with daily workload when we are short staffed.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.

Responsible

Summary Scores



36. Sets high personal standards of performance.



37. Acts as a resource without removing individual responsibility.



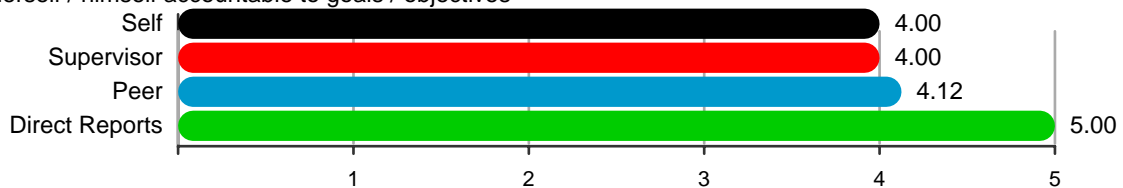
38. Sets a good example.



39. Sets a good example



40. Holds herself / himself accountable to goals / objectives



Level of Skill

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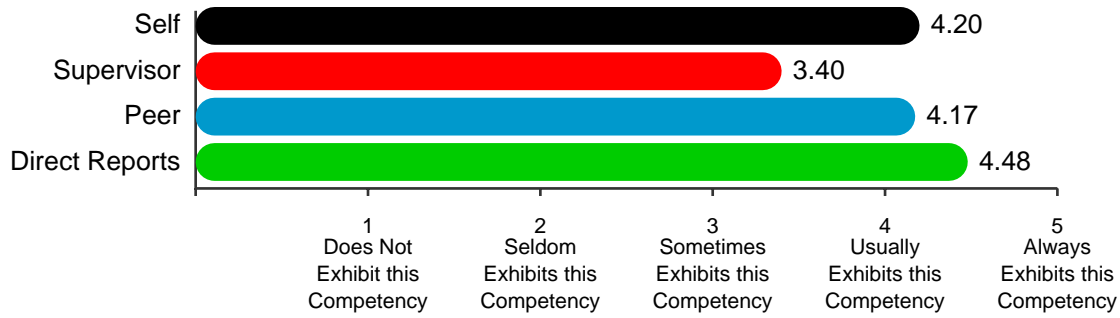
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Sets high personal standards of performance.	15	4.33	100.0			67%		33%
37. Acts as a resource without removing individual responsibility.	15	3.93	80.0	13%	7%		53%	27%
38. Sets a good example.	15	4.27	86.7			13%	47%	40%
39. Sets a good example	15	4.13	86.7			13%	60%	27%
40. Holds herself / himself accountable to goals / objectives	15	4.40	93.3			7%	47%	47%

Comments:

- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- ___ 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.
- Have persistence and tenacity
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.

Coaching

Summary Scores



41. Addresses employee behavior problems effectively.



42. Helps employees to maintain high personal standards.



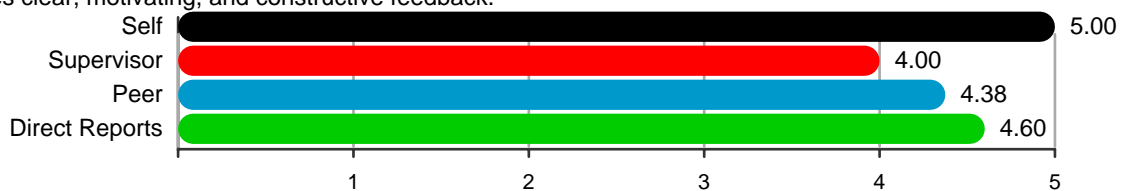
43. Conducts regular performance appraisals and feedback.



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



45. Provides clear, motivating, and constructive feedback.



Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Addresses employee behavior problems effectively.	15	4.33	93.3	7%	53%	40%		
42. Helps employees to maintain high personal standards.	15	4.20	80.0	20%	40%	40%		
43. Conducts regular performance appraisals and feedback.	15	4.13	86.7	13%	60%	27%		
44. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.00	86.7	13%	73%	13%		
45. Provides clear, motivating, and constructive feedback.	15	4.47	93.3	7%	40%	53%		

Comments:

- ___ 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.
- ___ 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.
- ___ is very reliable, respectful and ethical in her leadership.
- 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.
- She is very responsive when asked for input or her assistance is requested.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.

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?

- 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 someone I have immense respect for. She 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.
- ____ does an exceptional job at running the department.
- 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.
- Does well in most technical skills and is willing to learn anything that is new
- She will always be able to state that she did everything she could, she gives this job her all!

What do you like best about working with this individual?

- ____ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ____ does an excellent job in her role.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ____ is a great boss and director. ____ has been a great resource to me with my struggles as I grow professionally. ____ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- She has confidence in leading and making decisions improving rapidly.
- I think ____ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.

What do you like least about working with this individual?

- She has always encouraged others and provided tools for the employee to do so.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- Improve communication delivery. Acknowledge what others are saying.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Always available to give us what we need to succeed.
- Positive energy and a team player.

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

- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- ____ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- I really appreciate and respect ____'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- It has been a wonderful having ____ as our manager so far, the future looks brighter!
- She has integrity, dependability, and a desire to constantly improve.

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

- I think she is an asset to the department.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

Any final comments?

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ sets high standards for her team and ensures they perform professionally.
- She has a very engaging style which generates trust and respect.