



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.

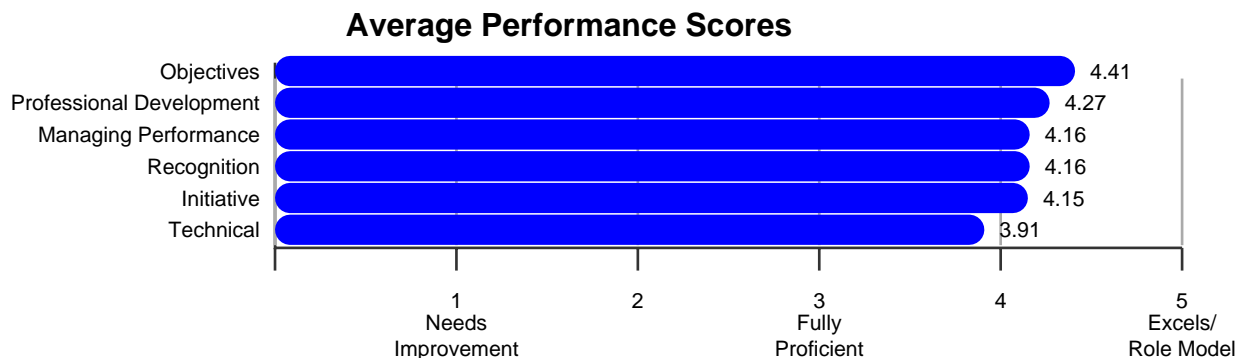
What to Do with Your Feedback

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

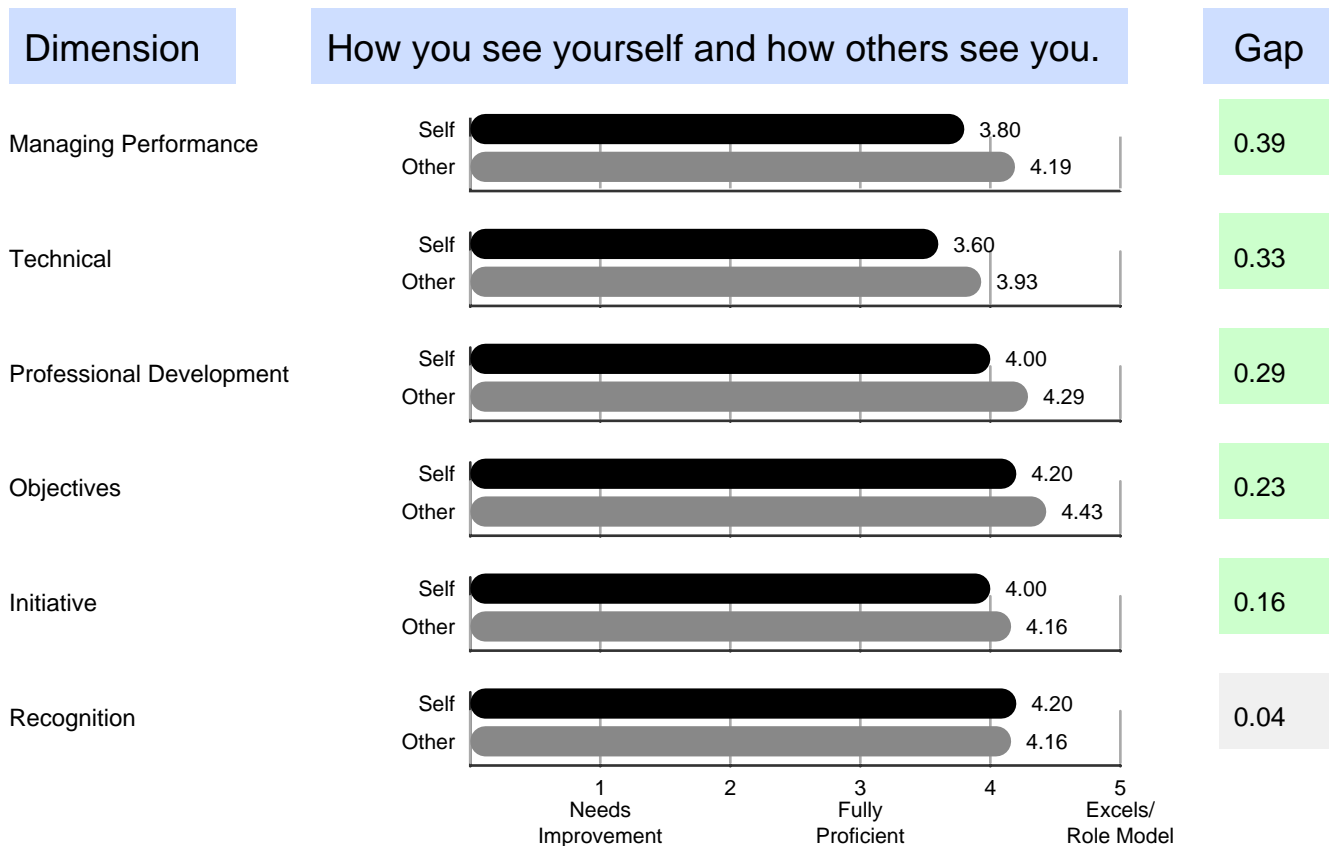
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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. Effectively organizes resources and plans



2. Encourages me to take on greater responsibility.



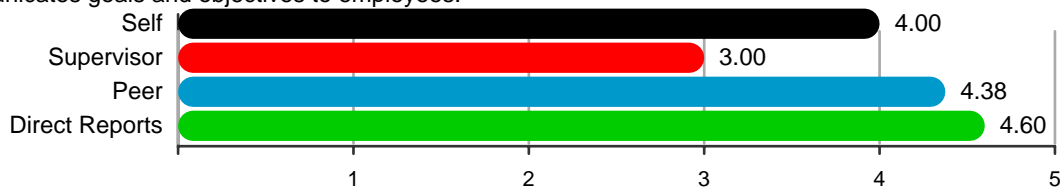
3. Ability to establish realistic goals.



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



5. Communicates goals and objectives to 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 Improvement) to green (Excels/ Role Model).

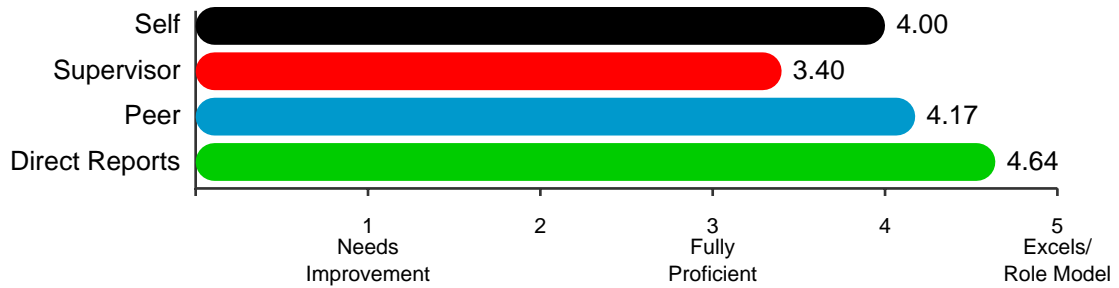
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Effectively organizes resources and plans	15	4.20	93.3	7%	67%	27%
2. Encourages me to take on greater responsibility.	15	4.87	100.0	13%	87%	
3. Ability to establish realistic goals.	15	4.27	93.3	7%	60%	33%
4. Consistently provides me with timely feedback for improving my performance.	15	4.40	86.7	13%	33%	53%
5. Communicates goals and objectives to employees.	15	4.33	93.3	7%	53%	40%

Comments:

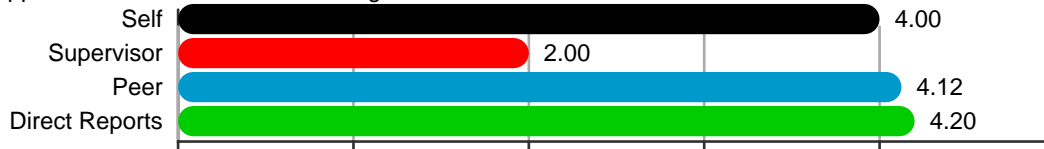
- Improve communication delivery. Acknowledge what others are saying.
- She sets a good example for personal growth.
- ___ does an exceptional job at running the department.
- ___'s job performance exceeds all the elements.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

Professional Development

Summary Scores



6. Seeks opportunities for continuous learning.



7. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



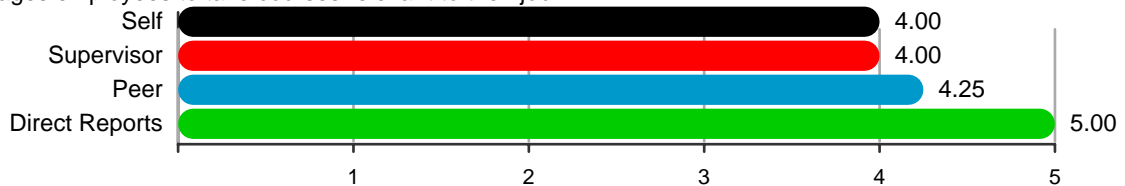
8. Contributing fully to the extent of their skills



9. Quickly acquire and apply new knowledge and skills when needed



10. Encourages employees to take courses relevant to their job.



Level of Skill

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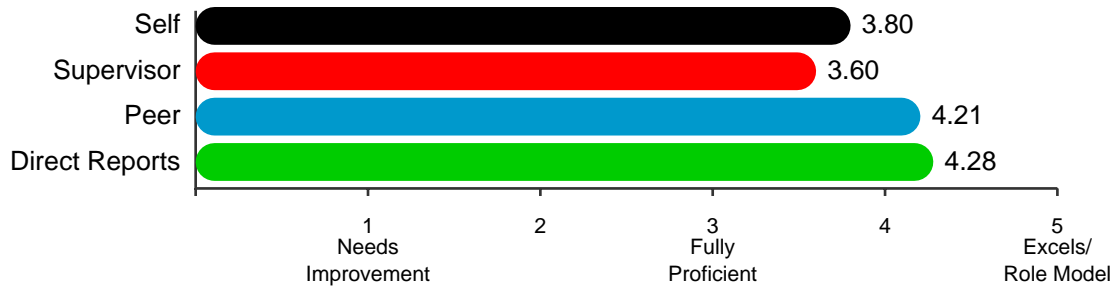
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Seeks opportunities for continuous learning.	15	4.00	80.0	7%	13%	53%	27%
7. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.07	80.0		20%	53%	27%
8. Contributing fully to the extent of their skills	15	4.33	93.3	7%		47%	47%
9. Quickly acquire and apply new knowledge and skills when needed	15	4.47	93.3	7%		40%	53%
10. Encourages employees to take courses relevant to their job.	15	4.47	93.3	7%		40%	53%

Comments:

- Having very minimum one-on-one discussion.
- She will always be able to state that she did everything she could, she gives this job her all!
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- She has a calm demeanor and willingness to help with anything.
- I appreciate her perspective and guidance on a variety of things.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.

Managing Performance

Summary Scores



11. Aligns individual and team goals with the organization's goals and objectives.



12. Provides employees with necessary resources to accomplish their goals.



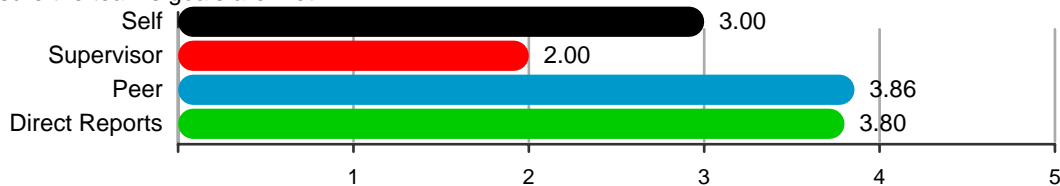
13. Assesses employee performance against defined standards.



14. Uses timely and appropriate corrective/disciplinary actions.



15. Makes sure the team's goals are met.



Level of Skill

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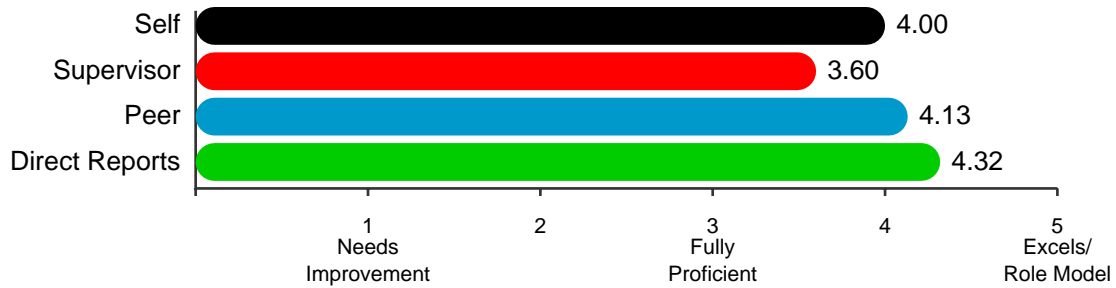
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Aligns individual and team goals with the organization's goals and objectives.	15	4.60	100.0	40%	60%	
12. Provides employees with necessary resources to accomplish their goals.	15	4.27	100.0	73%	27%	
13. Assesses employee performance against defined standards.	15	4.33	100.0	67%	33%	
14. Uses timely and appropriate corrective/disciplinary actions.	15	3.93	73.3	27%	53%	20%
15. Makes sure the team's goals are met.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ has been so helpful to me as a new manager.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- Please know that stress can occasionally slow down progress.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

Initiative

Summary Scores



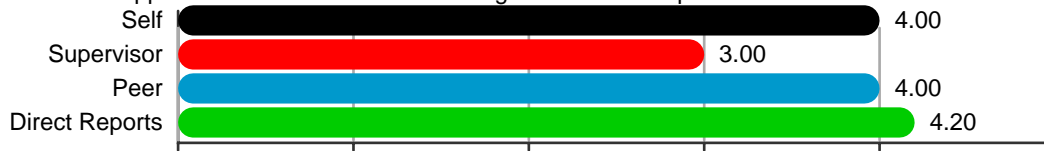
16. Takes the initiative to change the direction or course of events.



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



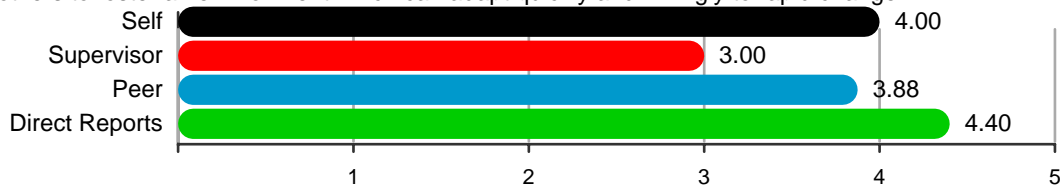
18. Seeks and utilizes opportunities for continuous learning and self-development.



19. Goes above and beyond the stated goals.



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



Level of Skill

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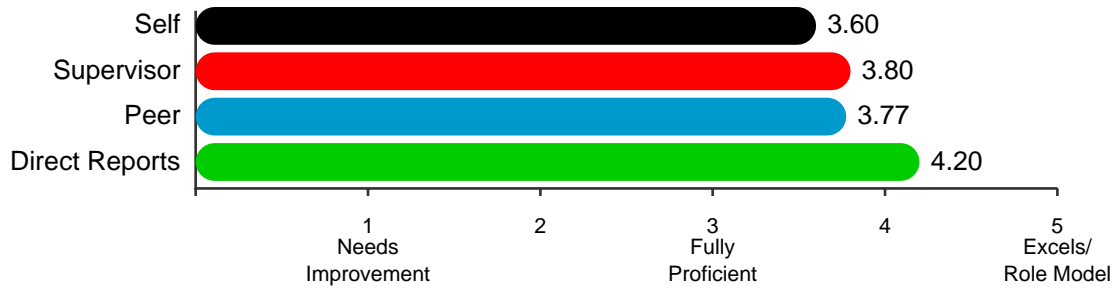
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Takes the initiative to change the direction or course of events.	15	4.33	86.7	13%	40%	47%	
17. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.27	93.3	7%	60%	33%	
18. Seeks and utilizes opportunities for continuous learning and self-development.	14	4.00	92.9	7%	86%	7%	
19. Goes above and beyond the stated goals.	14	4.14	85.7	7%	7%	50%	36%
20. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.00	66.7	7%	27%	27%	40%

Comments:

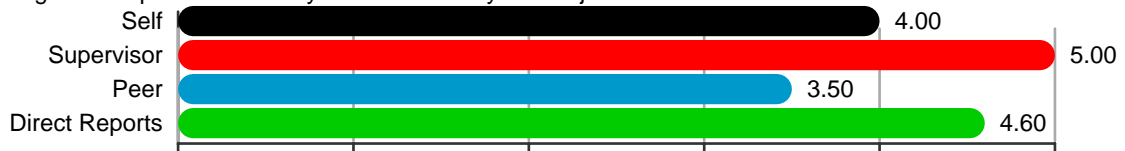
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- ___ is a great leader and supports her staff.
- ___ 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.
- Personality. Great Mentor and Leader. Talented.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.

Technical

Summary Scores



21. Is knowledgeable of procedures or systems necessary for the job.



22. Knows how to produce high quality products/work.



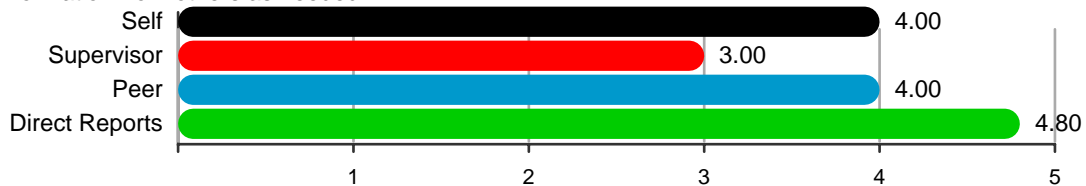
23. Demonstrates mastery of the technical competencies required in his/her work.



24. Willingly shares information and expertise; sought out as resource by others



25. Seeks information from others as needed.



Level of Skill

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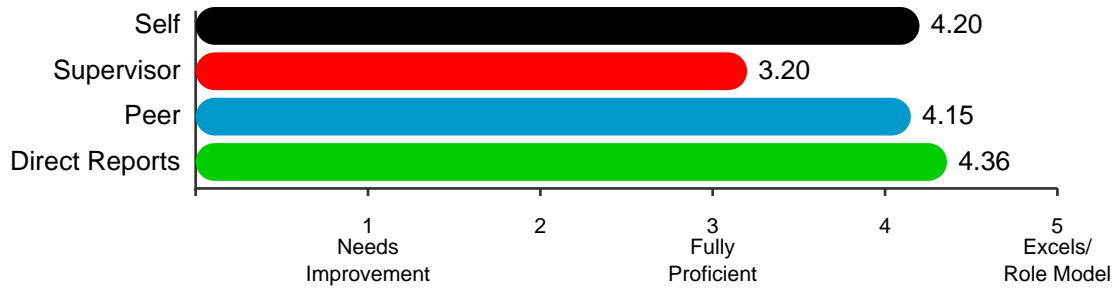
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Is knowledgeable of procedures or systems necessary for the job.	15	4.00	66.7	13%	20%	20%	47%
22. Knows how to produce high quality products/work.	15	3.47	53.3	13%	33%	47%	7%
23. Demonstrates mastery of the technical competencies required in his/her work.	15	3.60	66.7	13%	20%	60%	7%
24. Willingly shares information and expertise; sought out as resource by others	15	4.27	86.7	7%	7%	40%	47%
25. Seeks information from others as needed.	15	4.20	80.0	7%	13%	33%	47%

Comments:

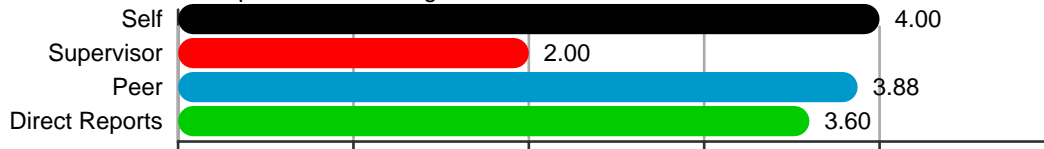
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- ___ exemplifies all of the above.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- ___ is determined to help make [CompanyName] successful.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

Recognition

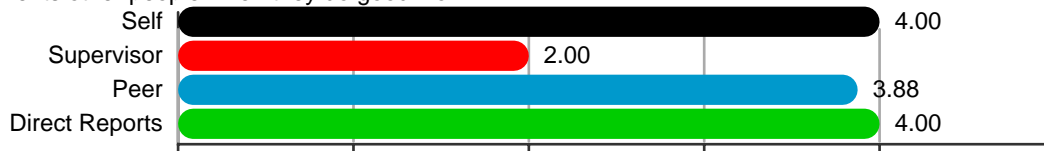
Summary Scores



26. Recognizes individuals for a specific outstanding achievement.



27. Compliments other people when they do good work



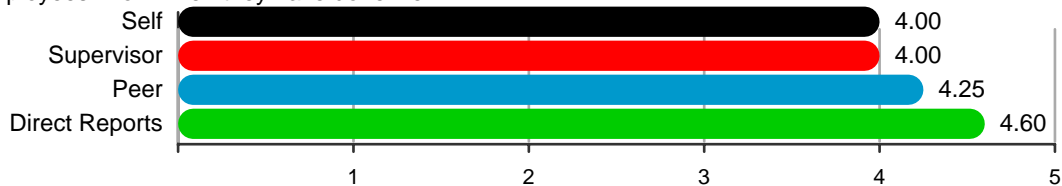
28. Says "thank you" to show appreciation for work of others.



29. Readily shares credit and gives others opportunity for visibility.



30. Lets employees know when they have done well



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. Recognizes individuals for a specific outstanding achievement.	15	3.67	66.7	20%	13%	47%		20%
27. Compliments other people when they do good work	15	3.80	73.3	20%	7%	47%		27%
28. Says "thank you" to show appreciation for work of others.	15	4.33	86.7		13%	40%		47%
29. Readily shares credit and gives others opportunity for visibility.	15	4.67	100.0			33%		67%
30. Lets employees know when they have done well	15	4.33	100.0			67%		33%

Comments:

- ___ is a great team player with an employee safety and satisfaction focus.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- 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.
- She interacts effectively with our most difficult customers.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- ___ leads by example. Great Employee engagement.

What do you like best about working with this individual?

- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- ___ is an intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- I believe I need to give her a chance to get into her position.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.

What do you like least about working with this individual?

- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- Her positive attitude is constant.
- Our department continues to have a very low loss rate.
- She removes barriers so that we can do our job to the best of our ability.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.

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

- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ is very professional in dealing with her peers and the staff.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___'s priority is our customers and community.

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

- She is always looking to and listening to the staff for their and needs.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- She often involves her team in decision making and to determine how to achieve outcomes.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- She is very collaborative and always attempts to work with others.

Any final comments?

- It is often difficult to contact ___ and email communication may take a long period for a reply.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- ___ always makes decisions based on what is best for the department or organization.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- She is a joy to work for.