



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.

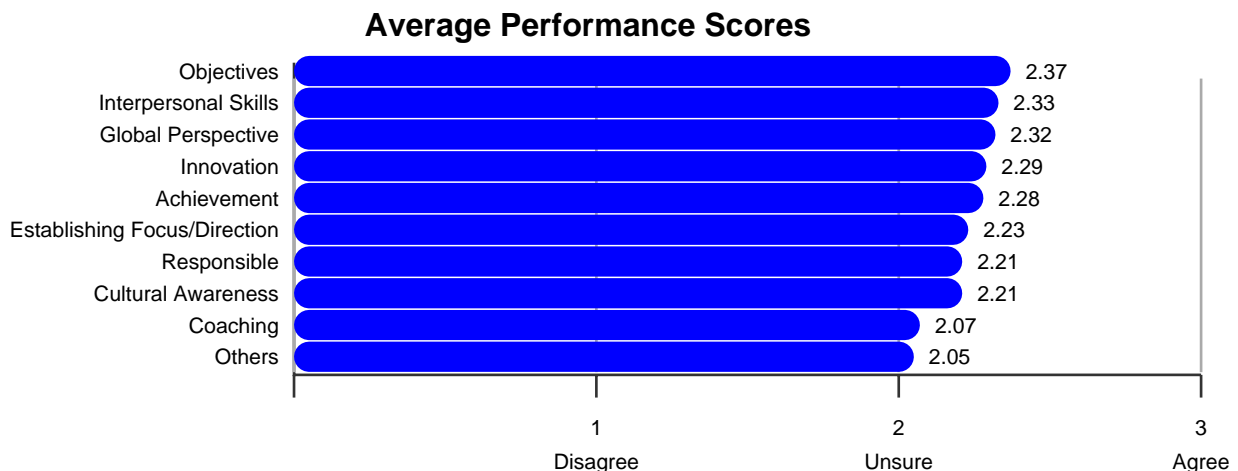
What to Do with Your Feedback

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.



Objectives

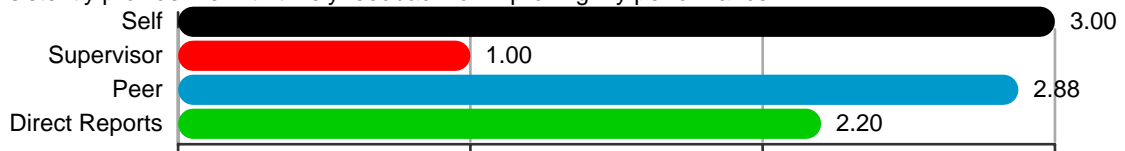
Summary Scores



1. You set long-term and short-term goals.



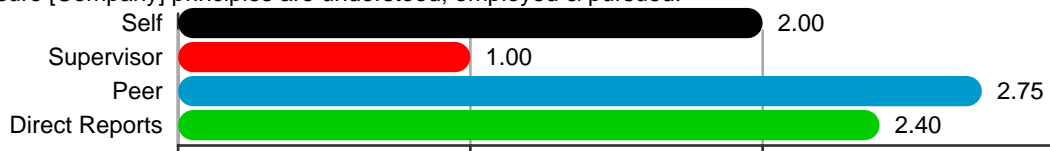
2. You consistently provide me with timely feedback for improving my performance.



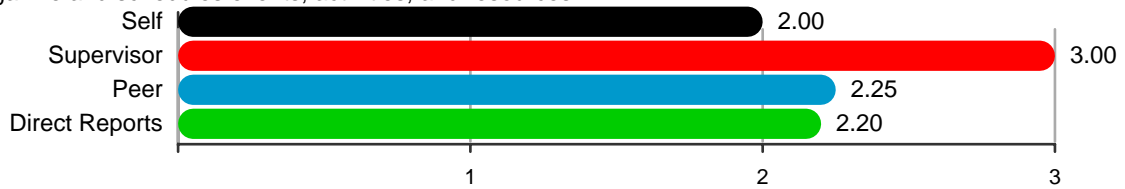
3. You are able to establish realistic goals.



4. You assure [Company] principles are understood, employed & pursued.



5. You organize and schedules events, activities, and resources.



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).

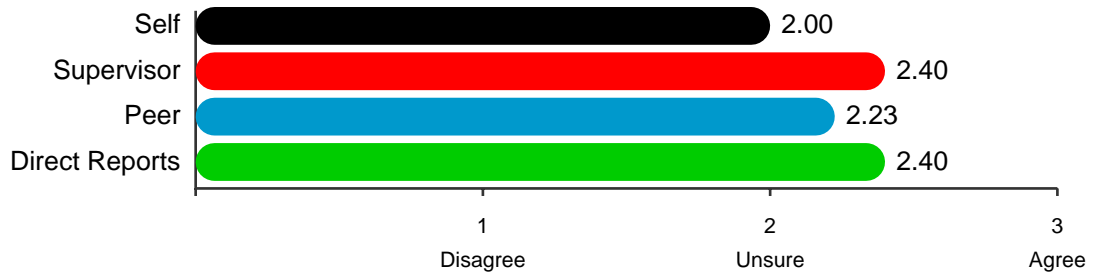
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You set long-term and short-term goals.	15	2.27	33.3	7%	60%	33%
2. You consistently provide me with timely feedback for improving my performance.	15	2.53	73.3	20%	7%	73%
3. You are able to establish realistic goals.	15	2.33	40.0	7%	53%	40%
4. You assure [Company] principles are understood, employed & pursued.	15	2.47	53.3	7%	40%	53%
5. You organize and schedules events, activities, and resources.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- ___ is a very positive addition to our Management team.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- Is viewed by many as a strong organizational resource.

Achievement

Summary Scores



6. You are flexible in adjusting priorities to meet the demands of changing situations.



7. You demonstrate a sense of urgency to quickly and accurately solve problems and issues.



8. You schedule time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.



9. You inspire others to work with a sense of urgency.



10. You use established goals and performance measures to keep track of performance.



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
6. You are flexible in adjusting priorities to meet the demands of changing situations.	15	2.13	33.3	20%	47%	33%
7. You demonstrate a sense of urgency to quickly and accurately solve problems and issues.	15	2.07	26.7	20%	53%	27%
8. You schedule time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	2.33	40.0	7%	53%	40%
9. You inspire others to work with a sense of urgency.	15	2.40	53.3	13%	33%	53%
10. You use established goals and performance measures to keep track of performance.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- ___ is a pleasure to work with.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- I feel ___ always has the customer's best interest at heart.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- She holds everyone to such a high standard, you don't want to disappoint her.

Establishing Focus/Direction

Summary Scores



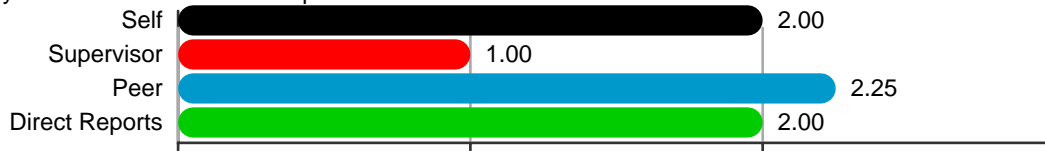
11. You are excellent at managing time.



12. You maintain self-control when personally criticized.



13. You stay focused even when under pressure and stress.



14. You function well under stress, deadlines, and/or significant workloads.



15. You set appropriate goals for employees.



Level of Skill

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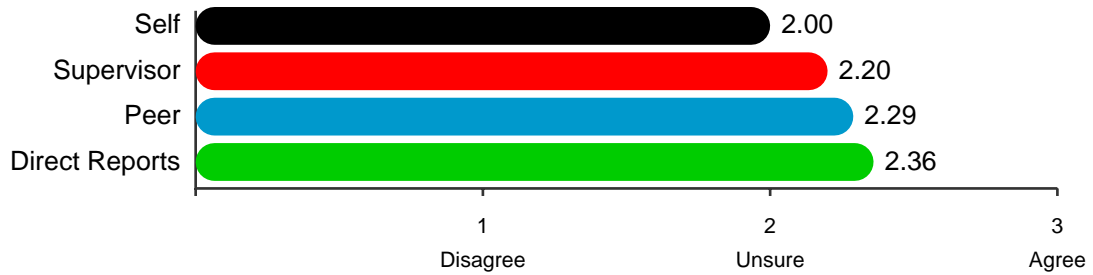
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You are excellent at managing time.	15	2.33	40.0	7%	53%	40%
12. You maintain self-control when personally criticized.	15	2.07	20.0	13%	67%	20%
13. You stay focused even when under pressure and stress.	15	2.07	26.7	20%	53%	27%
14. You function well under stress, deadlines, and/or significant workloads.	15	2.27	40.0	13%	47%	40%
15. You set appropriate goals for employees.	14	2.43	50.0	7%	43%	50%

Comments:

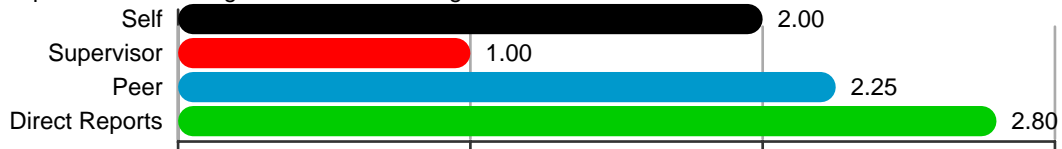
- Transparency and honesty is important early in the process.
- She is willing to fill in with daily workload when we are short staffed.
- ___ is an extremely effective leader.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- ___ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. ___ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

Innovation

Summary Scores



16. You solve problems with insight and understanding.



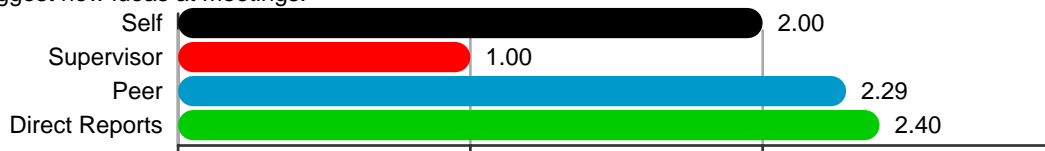
17. You develop new products and services.



18. You search for opportunities and innovative ways to improve the organization.



19. You suggest new ideas at meetings.



20. You foster a creative and innovative work environment.



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. You solve problems with insight and understanding.	15	2.33	46.7	13%	40%	47%
17. You develop new products and services.	15	2.33	40.0	7%	53%	40%
18. You search for opportunities and innovative ways to improve the organization.	14	2.00	14.3	14%	71%	14%
19. You suggest new ideas at meetings.	14	2.21	42.9	21%	36%	43%
20. You foster a creative and innovative work environment.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is a strong leader & mentor.
- ___'s job performance exceeds all the elements.
- She is open to new ideas and ways to improve the service we provide.
- ___ takes people where they want to go and pushes them to be their own success.
- Great year of growth!
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.

Interpersonal Skills

Summary Scores



21. You apply appropriate communication techniques to the situation.



22. You effectively manage conflicts by dealing with them directly and immediately



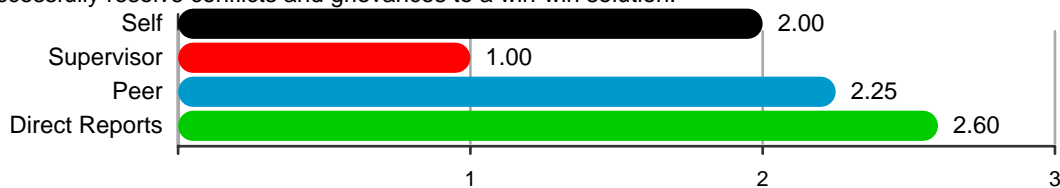
23. You are able to work with individuals at all levels of the company.



24. You strive for win/win solutions



25. You successfully resolve conflicts and grievances to a win-win solution.



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
21. You apply appropriate communication techniques to the situation.	15	2.60	66.7	7%	27%	67%
22. You effectively manage conflicts by dealing with them directly and immediately	15	2.33	40.0	7%	53%	40%
23. You are able to work with individuals at all levels of the company.	15	2.07	20.0	13%	67%	20%
24. You strive for win/win solutions	15	2.40	53.3	13%	33%	53%
25. You successfully resolve conflicts and grievances to a win-win solution.	15	2.27	53.3	27%	20%	53%

Comments:

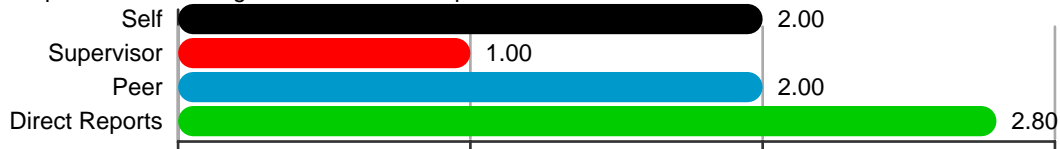
- I think she is the kind of manager our department has needed and will continue to need.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- She is, quite simply, the best boss I've ever had.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.

Responsible

Summary Scores



26. You are responsible for setting the vision of the department.



27. You hold yourself accountable to goals / objectives



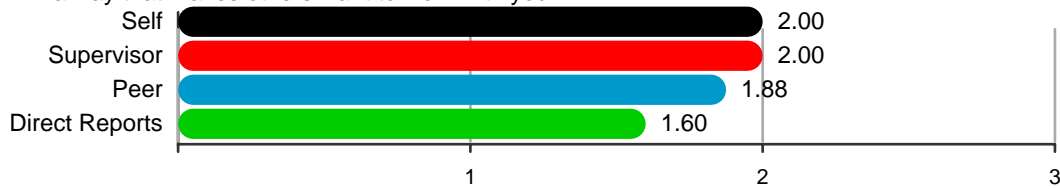
28. You take personal responsibility for results.



29. You are a person others can trust.



30. You work in a way that makes others want to work with you.



Level of Skill

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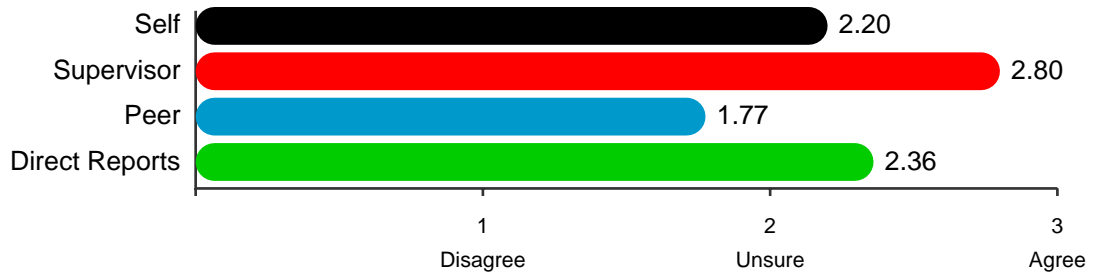
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You are responsible for setting the vision of the department.	15	2.20	33.3	13%	53%	33%
27. You hold yourself accountable to goals / objectives	15	2.00	26.7	27%	47%	27%
28. You take personal responsibility for results.	15	2.47	53.3	7%	40%	53%
29. You are a person others can trust.	15	2.60	60.0		40%	60%
30. You work in a way that makes others want to work with you.	15	1.80	13.3	33%	53%	13%

Comments:

- She is eager to learn and eager to share knowledge.
- She often involves her team in decision making and to determine how to achieve outcomes.
- She has been and is a mentor for me.
- ___ has been eager to learn her new position and is transitioning well.
- ___ has a good perspective on the organization as a whole.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.

Coaching

Summary Scores



31. You conduct regular performance appraisals and feedback.



32. You help employees to understand responsibilities, authority, and expectations.



33. You develop the skills and capabilities of others.



34. You help employees to maintain high personal standards.



35. You coach employees in how to strengthen knowledge and skills to improve work performance.



Level of Skill

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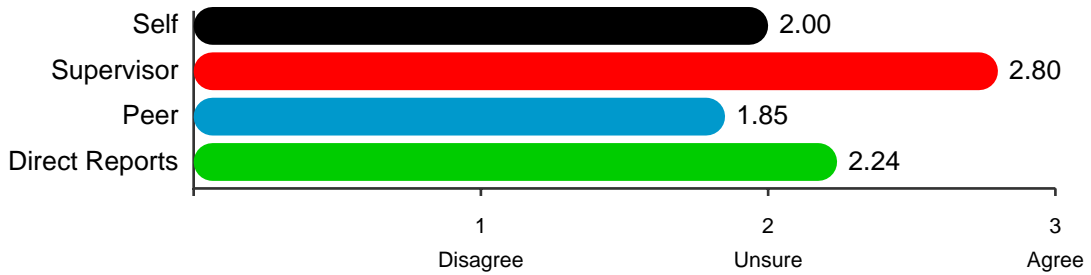
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32. You help employees to understand responsibilities, authority, and expectations.	15	2.13	33.3	20%	47%	33%
33. You develop the skills and capabilities of others.	15	2.07	33.3	27%	40%	33%
34. You help employees to maintain high personal standards.	15	2.13	26.7	13%	60%	27%
35. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- 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.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- 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.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

Others

Summary Scores



36. You support the efforts of other employees in implementing solutions to problems.



37. You constructively receive criticism and suggestions from others.



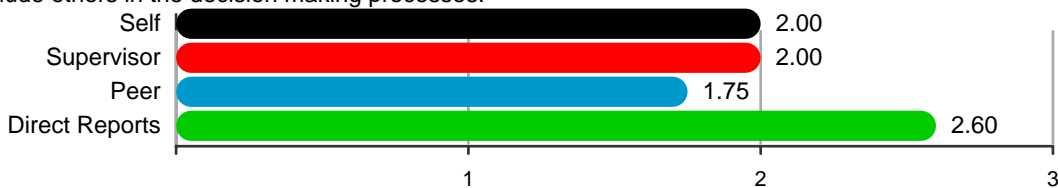
38. You form working relationships with employees from other departments.



39. You work effectively with people from other departments.



40. You include others in the decision making processes.



Level of Skill

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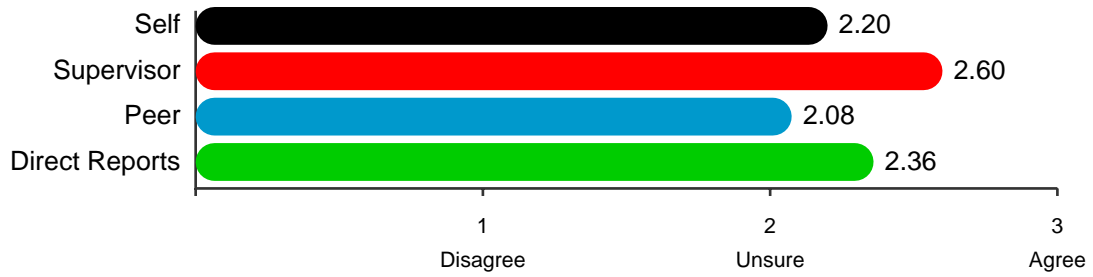
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You support the efforts of other employees in implementing solutions to problems.	15	1.87	20.0	33%	47%	20%
37. You constructively receive criticism and suggestions from others.	15	1.93	13.3	20%	67%	13%
38. You form working relationships with employees from other departments.	15	2.07	33.3	27%	40%	33%
39. You work effectively with people from other departments.	15	2.33	33.3		67%	33%
40. You include others in the decision making processes.	15	2.07	33.3	27%	40%	33%

Comments:

- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- Overall I think she does a great job and she is very approachable.

Cultural Awareness

Summary Scores



41. I view diversity as a strength, not as an issue.



42. I am effective in working with individuals with a variety of cultural backgrounds.



43. You understand the impact that your culture may have on interactions between individuals.



44. You recognize and value individual and cultural differences.



45. You value the opinions of diverse groups and individual.



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).

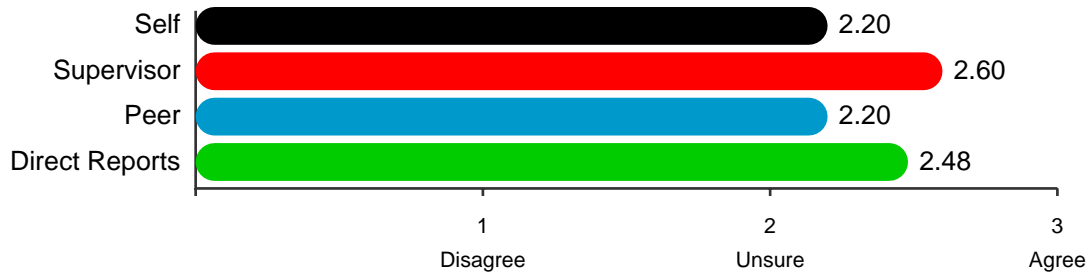
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. I view diversity as a strength, not as an issue.	15	2.00	26.7	27%	47%	27%
42. I am effective in working with individuals with a variety of cultural backgrounds.	15	2.13	33.3	20%	47%	33%
43. You understand the impact that your culture may have on interactions between individuals.	15	2.20	40.0	20%	40%	40%
44. You recognize and value individual and cultural differences.	15	2.20	26.7	7%	67%	27%
45. You value the opinions of diverse groups and individual.	15	2.53	60.0	7%	33%	60%

Comments:

- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- ___ has an impressive vision for the company.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

Global Perspective

Summary Scores



46. You apply knowledge of overseas markets.



47. You accept setbacks and challenges in foreign markets as improvement opportunities



48. You set the example for team on importance of cultural awareness.



49. You consider customers point of view when making decisions.



50. You analyze global issues/problems that are having a large impact on the Company.



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. You apply knowledge of overseas markets.	15	2.27	26.7		73%	27%
47. You accept setbacks and challenges in foreign markets as improvement opportunities	15	2.13	26.7	13%	60%	27%
48. You set the example for team on importance of cultural awareness.	15	2.40	40.0		60%	40%
49. You consider customers point of view when making decisions.	15	2.47	46.7		53%	47%
50. You analyze global issues/problems that are having a large impact on the Company.	15	2.33	46.7	13%	40%	47%

Comments:

- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.

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?

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Has a "go getter" attitude!
- Take charge without feeling like you need approval.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- Experience, mentoring and self-confidence.
- I enjoy working with ___ very much.

What do you like best about working with this individual?

- ___ has my back and breaks down the barriers when I let her know that need her support.
- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- Detail oriented
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.

What do you like least about working with this individual?

- She is truly dedicated to doing a good job, by helping us do a good job.
- She recognized where I needed help and supported me in making the case to get it.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- ___ is a steady leader who maintains her objectivity during stressful times.
- She has an open door policy and is available when needed.
- She is also an excellent resource to other managers and will take the time to offer information and support.

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

- She communicates clearly and responds to request without unnecessary delay.
- She presents a clear picture of where the department is now and where we need to be headed.
- She is a natural and perfect fit for the CFO position.
- ___ 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.
- She holds everyone to such a high standard, you don't want to disappoint her.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.

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

- Is empathetic, understanding, and dependable.
- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- ___ promotes and encourages teambuilding throughout the entire department.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.

Any final comments?

- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- ___ has been very helpful to me as a new manager this year.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- She listens to the team.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.