



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.

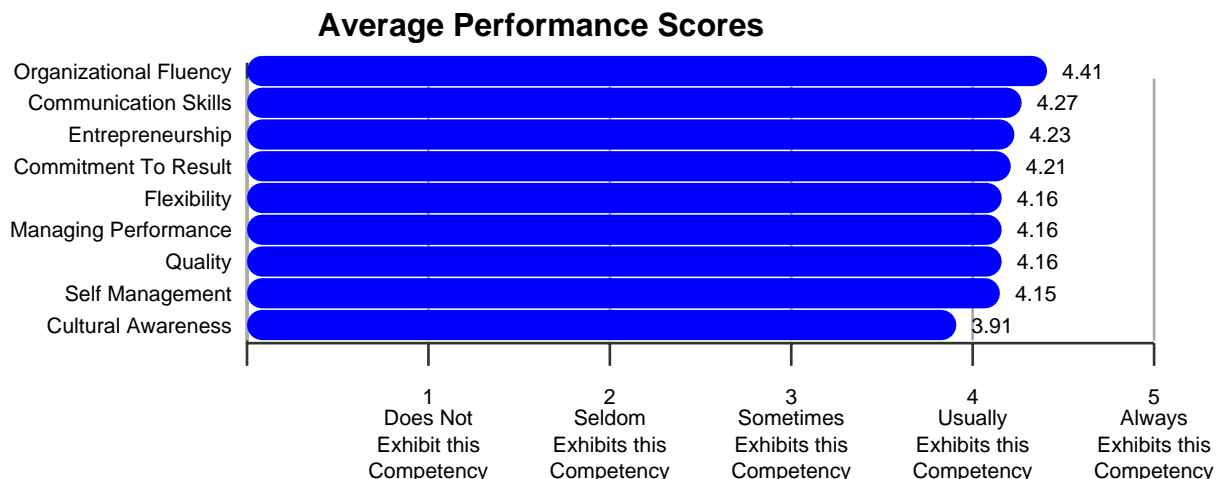
What to Do with Your Feedback

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

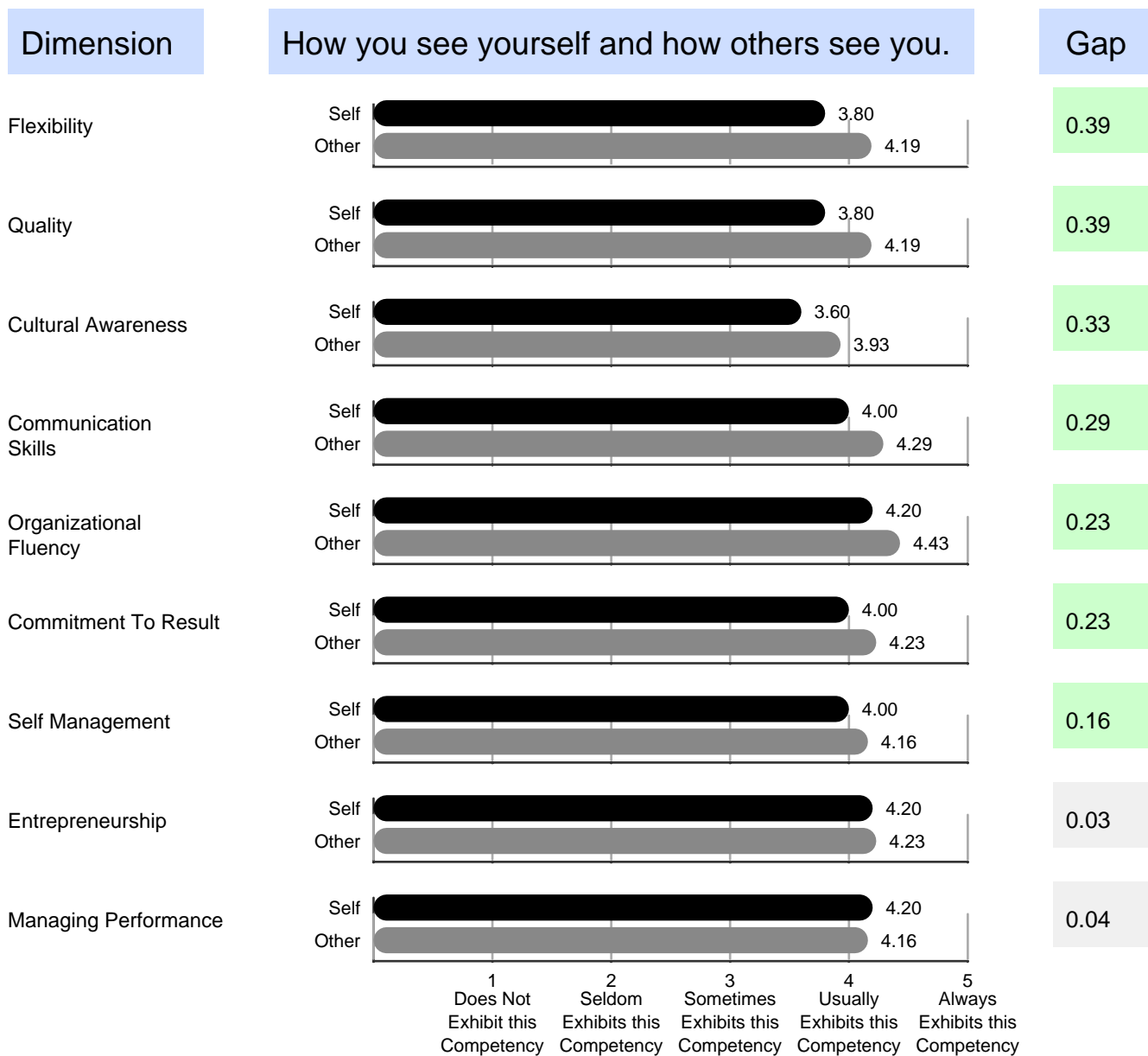
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



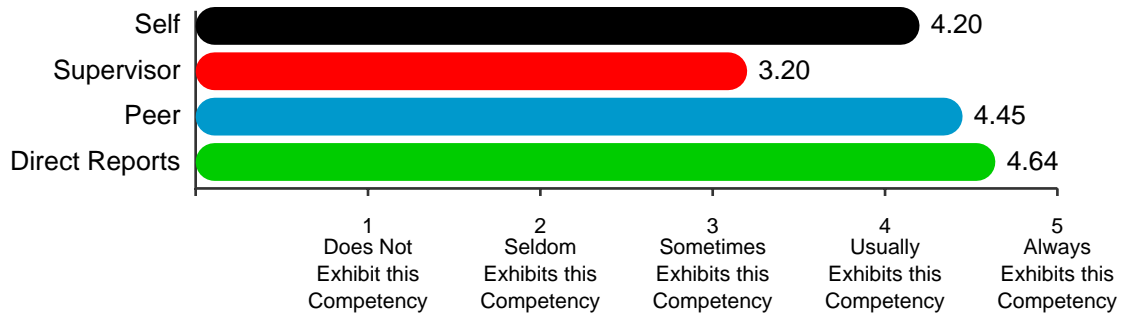
Gap Analysis

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.



Organizational Fluency

Summary Scores



1. You get things done through the department.



2. You understand departmental policies and procedures.



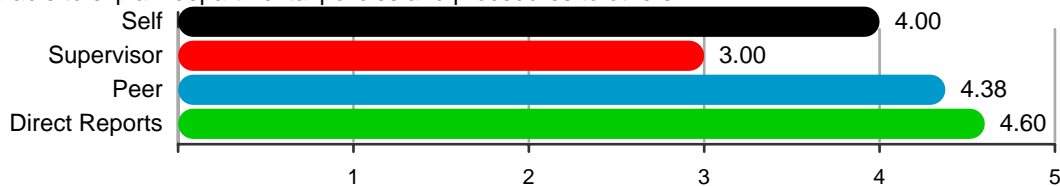
3. You understand the current organizational culture.



4. You are able to use corporate politics to advance department objectives.



5. You are able to explain departmental policies and procedures to 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

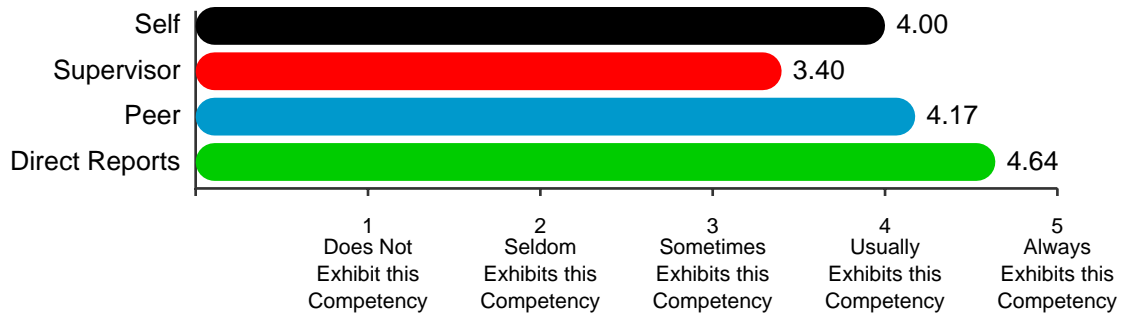
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You get things done through the department.	15	4.20	93.3	7%		67%		27%
2. You understand departmental policies and procedures.	15	4.87	100.0	13%		87%		
3. You understand the current organizational culture.	15	4.27	93.3	7%		60%		33%
4. You are able to use corporate politics to advance department objectives.	15	4.40	86.7	13%	33%		53%	
5. You are able to explain departmental policies and procedures to others.	15	4.33	93.3	7%		53%		40%

Comments:

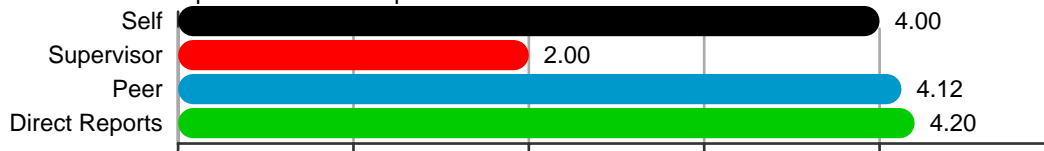
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- Process 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.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- I appreciate her openness and availability to all the staff.
- Experience, mentoring and self-confidence.

Communication Skills

Summary Scores



6. You communicate with department leadership



7. You check for understanding throughout conversations or group presentations/discussions



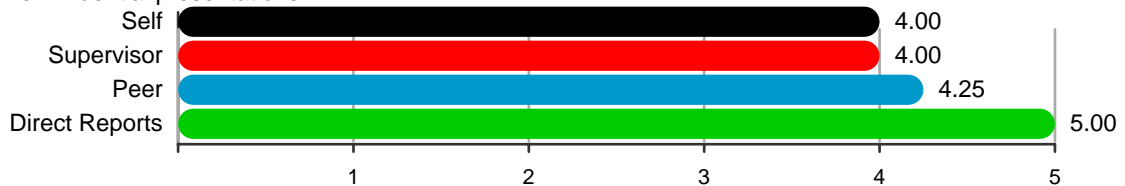
8. You listen to others' points of view with an open mind



9. You communicate effectively with all levels of the organization.



10. You deliver influential presentations.



Level of Skill

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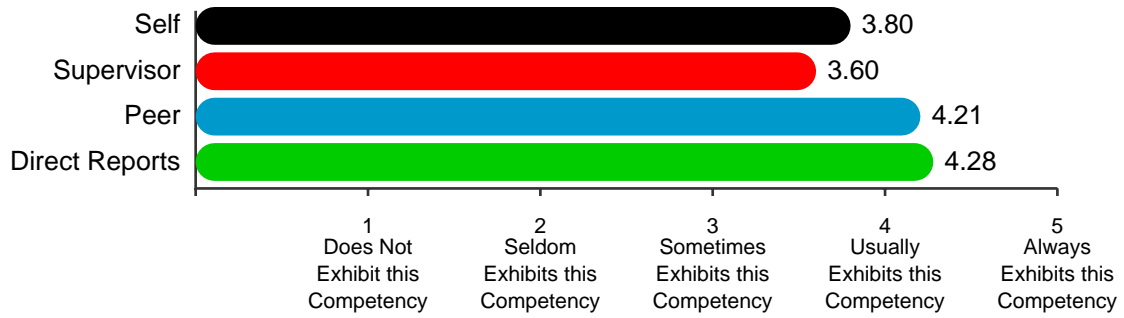
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You communicate with department leadership	15	4.00	80.0	7%	13%	53%	27%	
7. You check for understanding throughout conversations or group presentations/discussions	15	4.07	80.0		20%	53%	27%	
8. You listen to others' points of view with an open mind	15	4.33	93.3	7%		47%	47%	
9. You communicate effectively with all levels of the organization.	15	4.47	93.3	7%		40%	53%	
10. You deliver influential presentations.	15	4.47	93.3	7%		40%	53%	

Comments:

- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ is a steady leader who maintains her objectivity during stressful times.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- Don't be afraid to ask questions when stuck on a task.

Flexibility

Summary Scores



11. You are able to adapt to new situations.



12. You work effectively during periods of change.



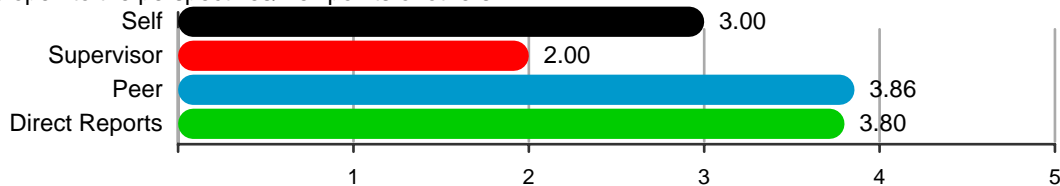
13. You can handle changes without complaining.



14. You are effective in incorporating new ideas.



15. You are open to the perspectives/viewpoints of others.



Level of Skill

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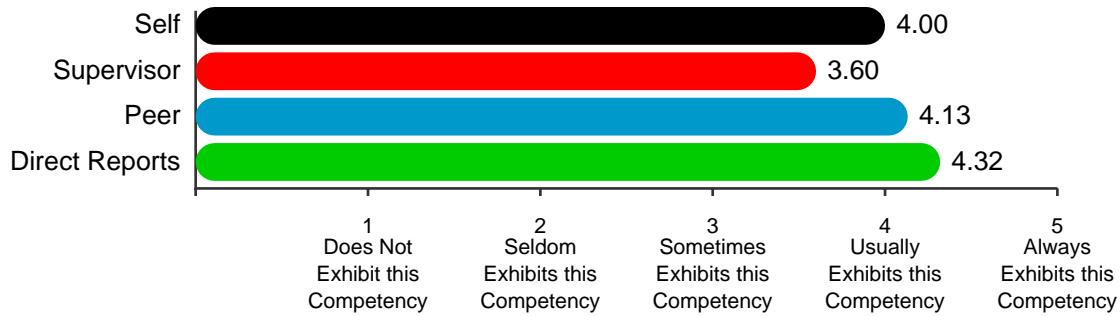
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You are able to adapt to new situations.	15	4.60	100.0			40%	60%	
12. You work effectively during periods of change.	15	4.27	100.0			73%	27%	
13. You can handle changes without complaining.	15	4.33	100.0			67%	33%	
14. You are effective in incorporating new ideas.	15	3.93	73.3	27%		53%	20%	
15. You are open to the perspectives/viewpoints of others.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- ___ is an impressive performer.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- She listens to the team.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

Self Management

Summary Scores



16. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



17. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.



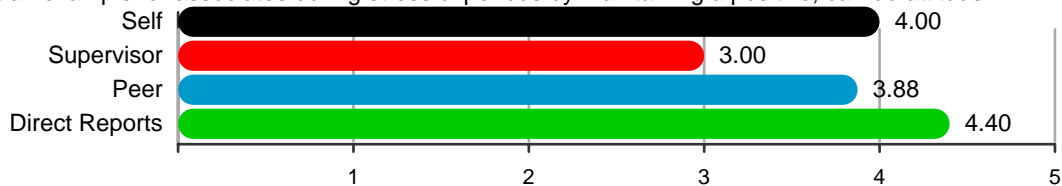
18. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.



19. You analyze interpersonal problems instead of reacting to them.



20. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



Level of Skill

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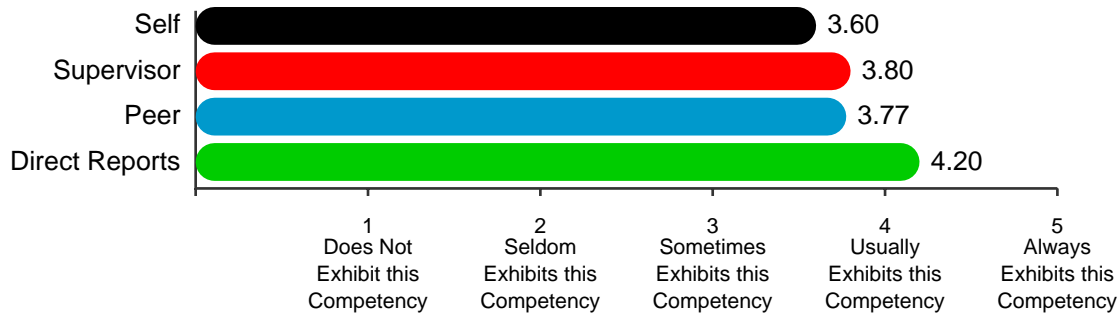
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.33	86.7	13%	40%	47%		
17. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.27	93.3	7%	60%	33%		
18. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	14	4.00	92.9	7%	86%	7%		
19. You analyze interpersonal problems instead of reacting to them.	14	4.14	85.7	7%	7%	50%	36%	
20. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She is friendly, courteous, and kind all while being very professional.
- ___ 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 a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- ___ has an impressive vision for the company.
- ___ is a great team player with an employee safety and satisfaction focus.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.

Cultural Awareness

Summary Scores



21. You are open and honest in communications with individuals from other cultures.



22. You are sensitive to the similarities and differences that exist between cultures.



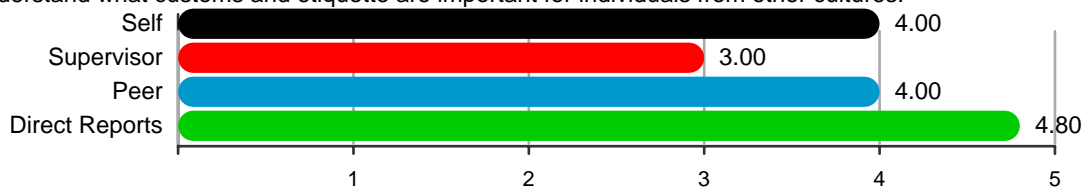
23. You avoid referring to stereotypes about others from different cultures.



24. You engage with individuals that have different cultural backgrounds.



25. You understand what customs and etiquette are important for individuals from other cultures.



Level of Skill

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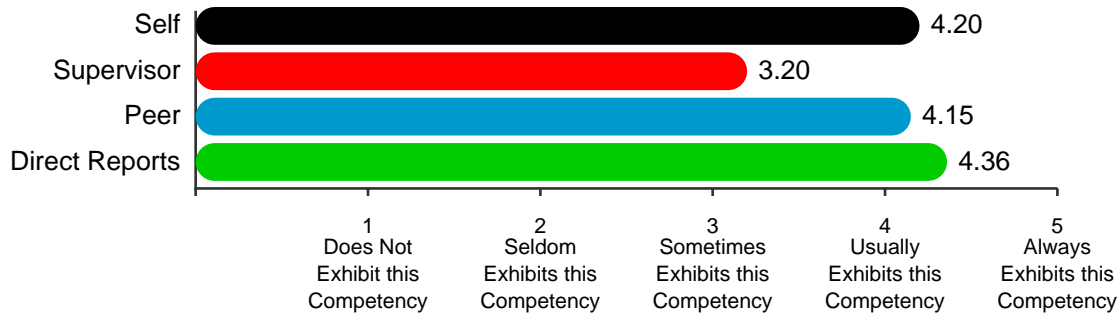
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You are open and honest in communications with individuals from other cultures.	15	4.00	66.7	13%	20%	20%	47%	
22. You are sensitive to the similarities and differences that exist between cultures.	15	3.47	53.3	13%	33%		47%	7%
23. You avoid referring to stereotypes about others from different cultures.	15	3.60	66.7	13%	20%		60%	7%
24. You engage with individuals that have different cultural backgrounds.	15	4.27	86.7	7%	7%	40%	47%	
25. You understand what customs and etiquette are important for individuals from other cultures.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

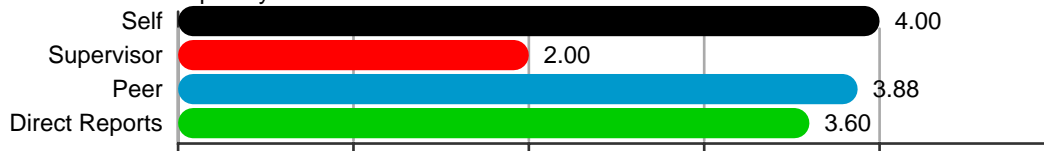
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- She has an innate ability to match assigned roles with individual strengths.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!

Managing Performance

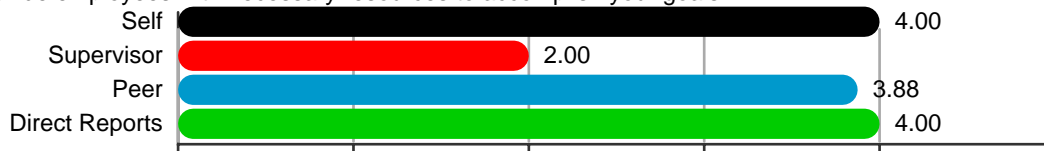
Summary Scores



26. You are consistent in disciplinary/corrective actions.



27. You provide employees with necessary resources to accomplish your goals.



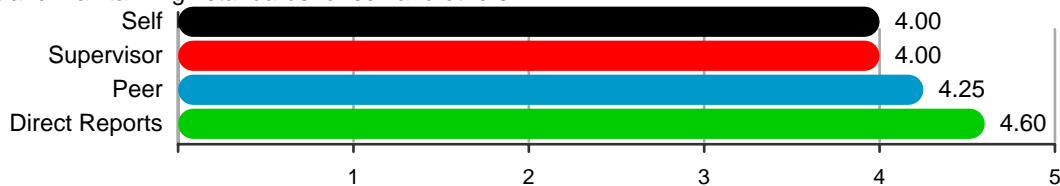
28. You plan and set work expectations.



29. You provide employees with training as needed to increase their performance.



30. You set and maintain high standards for self and others.



Level of Skill

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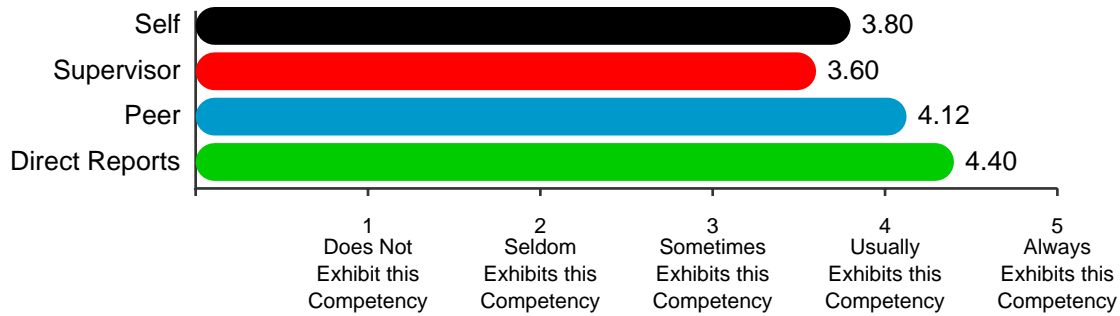
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You are consistent in disciplinary/corrective actions.	15	3.67	66.7	20%	13%	47%	20%	
27. You provide employees with necessary resources to accomplish your goals.	15	3.80	73.3	20%	7%	47%	27%	
28. You plan and set work expectations.	15	4.33	86.7		13%	40%	47%	
29. You provide employees with training as needed to increase their performance.	15	4.67	100.0			33%	67%	
30. You set and maintain high standards for self and others.	15	4.33	100.0			67%	33%	

Comments:

- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- She is a great teammate.
- She consistently involves employees in shared decision making.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.

Quality

Summary Scores



31. You encourage others to produce the highest quality work products.



32. You encourage others to achieve high quality standards.



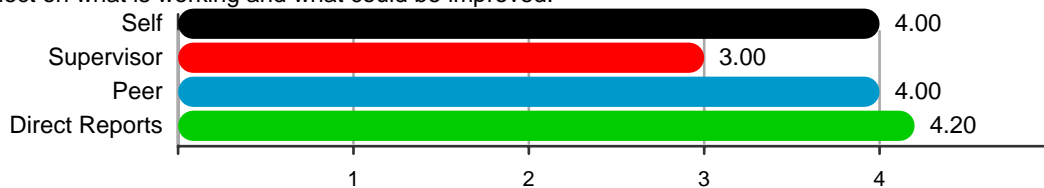
33. You hold employees accountable for your quality of work.



34. You analyze what occurred and re-adjusts accordingly when goals are not met.



35. You reflect on what is working and what could be improved.



Level of Skill

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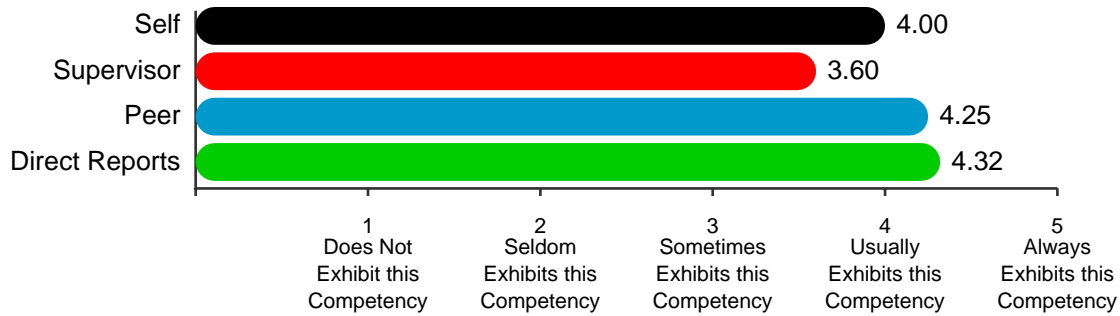
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You encourage others to produce the highest quality work products.	15	4.07	80.0	20%		53%		27%
32. You encourage others to achieve high quality standards.	15	4.47	100.0		53%		47%	
33. You hold employees accountable for your quality of work.	15	4.13	80.0	20%		47%		33%
34. You analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.13	86.7	13%		60%		27%
35. You reflect on what is working and what could be improved.	15	4.00	80.0	20%		60%		20%

Comments:

- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- She is a real advocate for the customers. Excellent department and computer skills
- She can fall behind on projects without providing timely feedback.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- She could benefit from becoming more comfortable challenging others.
- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.

Commitment To Result

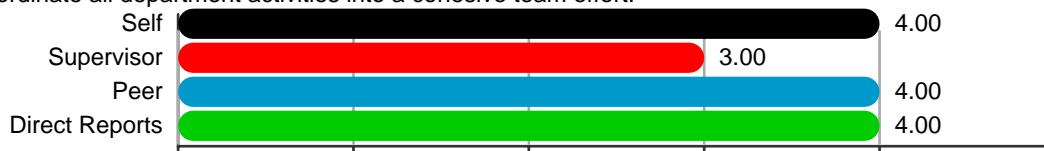
Summary Scores



36. You are willing to do whatever it takes-not afraid to have to put in extra effort.



37. You coordinate all department activities into a cohesive team effort.



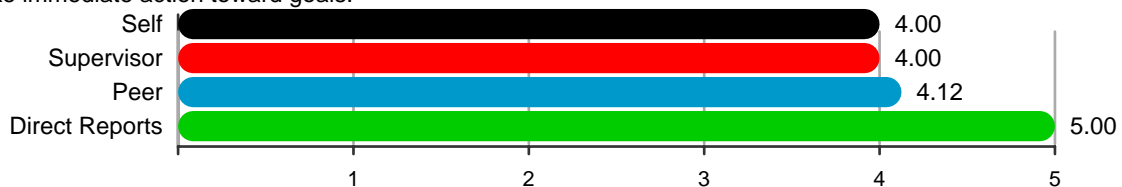
38. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



39. You are committed to the team.



40. You take immediate action toward goals.



Level of Skill

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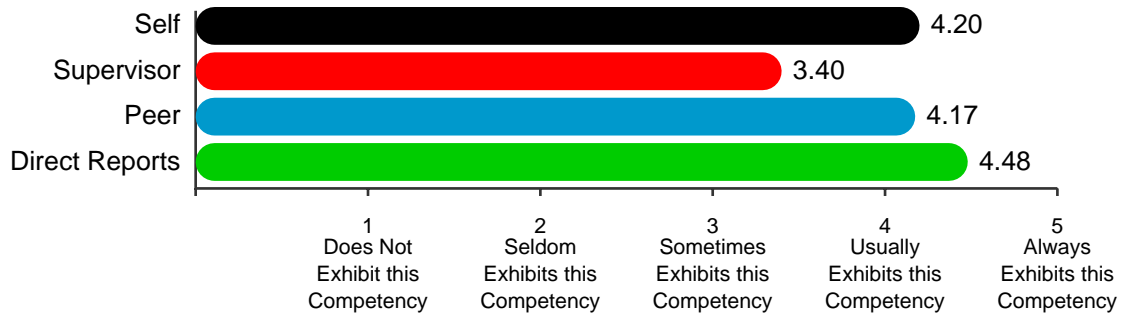
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.33	100.0				67%	33%
37. You coordinate all department activities into a cohesive team effort.	15	3.93	80.0	13%	7%		53%	27%
38. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.27	86.7		13%		47%	40%
39. You are committed to the team.	15	4.13	86.7		13%		60%	27%
40. You take immediate action toward goals.	15	4.40	93.3		7%		47%	47%

Comments:

- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- Takes complete ownership of role and looks for ways to assist teammates.
- 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 keeps focused on things that are important for her department to run smoothly.
- Need to continue to take action when needed, although have improved. . .
- ___ 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.

Entrepreneurship

Summary Scores



41. You encourage dynamic growth opportunities.



42. You take the initiative to complete tasks.



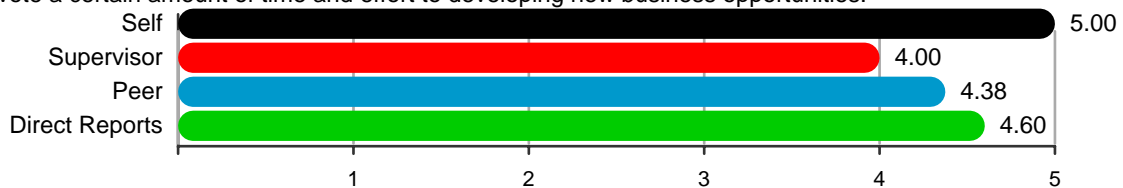
43. You understand the processes and various stages of business development.



44. You find unique ways to go around barriers to success.



45. You devote a certain amount of time and effort to developing new business opportunities.



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. You encourage dynamic growth opportunities.	15	4.33	93.3	7%		53%	40%	
42. You take the initiative to complete tasks.	15	4.20	80.0	20%		40%	40%	
43. You understand the processes and various stages of business development.	15	4.13	86.7	13%		60%	27%	
44. You find unique ways to go around barriers to success.	15	4.00	86.7	13%		73%		13%
45. You devote a certain amount of time and effort to developing new business opportunities.	15	4.47	93.3	7%		40%	53%	

Comments:

- Outstanding leader.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- ___ 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.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- ___ is a great asset to the team. We are grateful to have her.

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 may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- ___ is a "One of a kind" She is a great manager.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).

What do you like best about working with this individual?

- She is someone that has proven she can be trusted to do what is right.
- Always steps up if help is needed.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

What do you like least about working with this individual?

- ___ 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.
- ___ 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.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- ___ excels at customer service and keeping our team focused on the customer.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.

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

- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Great to have you on the team!
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- 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.

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

- I can depend on her with whatever is needed.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- I can not say enough good things about ___ she has been an asset to our department from day one.
- It's been great working with her.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- She is effective and her knowledge of processes is invaluable.

Any final comments?

- She has a very engaging style which generates trust and respect.
- 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.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ always presents herself in the most professional manner.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.