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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

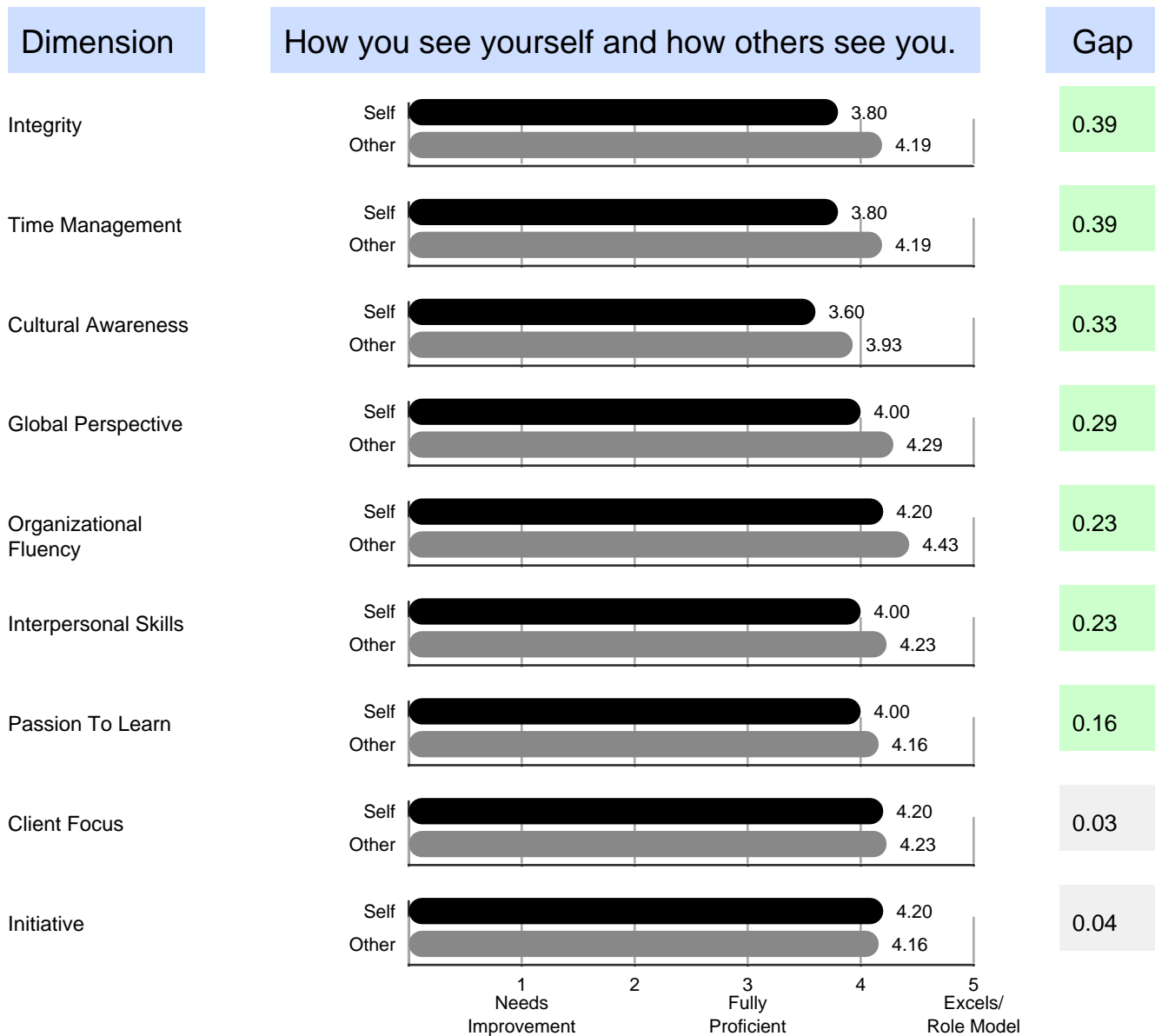
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



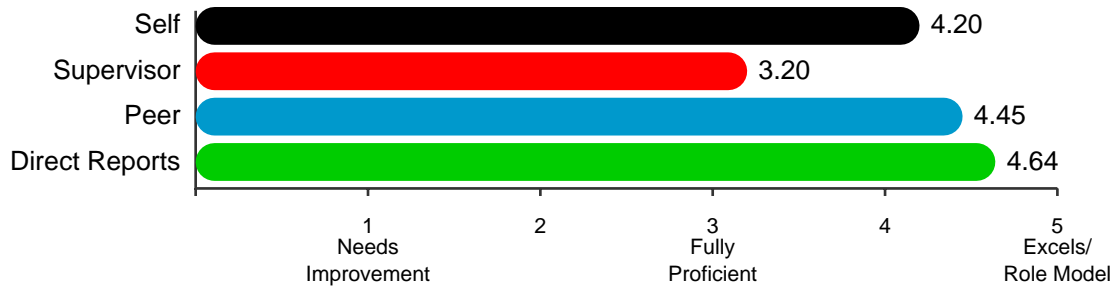
# Gap Analysis

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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



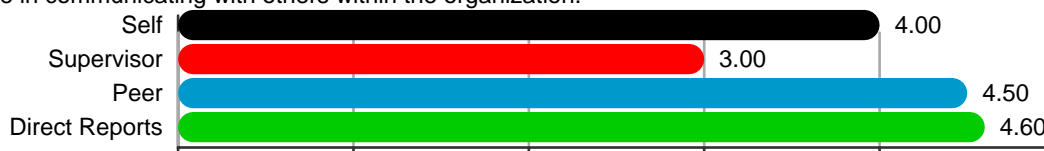
2. Able to use corporate politics to advance department objectives.



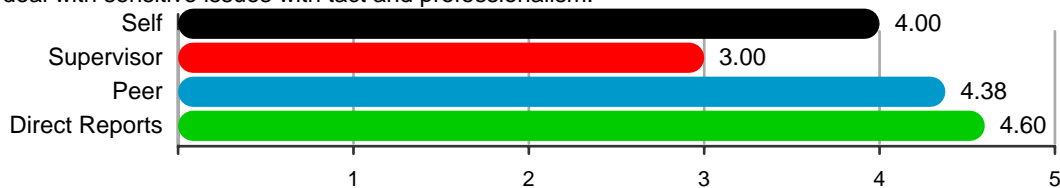
3. Adept at navigating within the culture of the department.



4. Effective in communicating with others within the organization.



5. Able to deal with sensitive issues with tact and professionalism.



## 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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.20	93.3	7%	67%	27%
2. Able to use corporate politics to advance department objectives.	15	4.87	100.0	13%	87%	
3. Adept at navigating within the culture of the department.	15	4.27	93.3	7%	60%	33%
4. Effective in communicating with others within the organization.	15	4.40	86.7	13%	33%	53%
5. Able to deal with sensitive issues with tact and professionalism.	15	4.33	93.3	7%	53%	40%

### Comments:

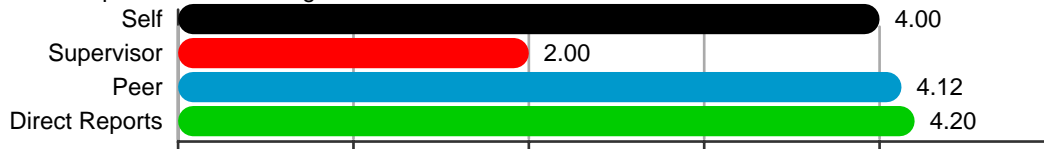
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- She is always looking to and listening to the staff for their and needs.
- She always steps up and gets what needs to be done completed.
- Overall, \_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- \_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- I appreciate her dedication to the department employees.

# Global Perspective

## Summary Scores



### 6. Volunteers for experiences and assignments abroad.



### 7. Understands and appreciates the perspectives offered by others with different cultural backgrounds.



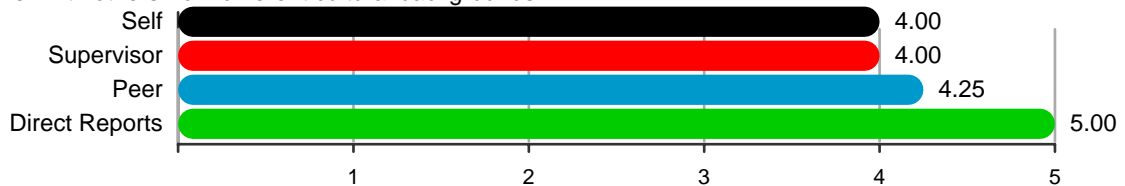
### 8. Builds working relationships with others across cultures.



### 9. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.



### 10. Works well with others from different cultural backgrounds.



## 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
6. Volunteers for experiences and assignments abroad.	15	4.00	80.0	7%	13%	53%	27%
7. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	4.07	80.0		20%	53%	27%
8. Builds working relationships with others across cultures.	15	4.33	93.3	7%		47%	47%
9. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	4.47	93.3	7%		40%	53%
10. Works well with others from different cultural backgrounds.	15	4.47	93.3	7%		40%	53%

### Comments:

- She presents a clear picture of where the department is now and where we need to be headed.
- I love working with her and hope to continue having her as my supervisor!
- 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.
- \_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- \_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- She is both the manager and the interim director for the service line.

# Integrity

## Summary Scores



### 11. Establishes relationships of trust, honesty, fairness, and integrity.



### 12. Protects the integrity and confidentiality of information



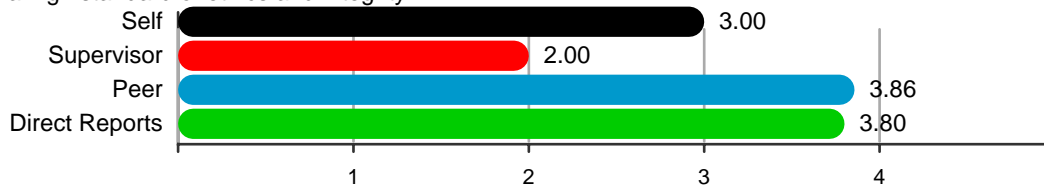
### 13. Demonstrates sincerity in actions with others.



### 14. Develops trust and confidence from others.



### 15. Fosters a high standard of ethics and integrity.





## 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).

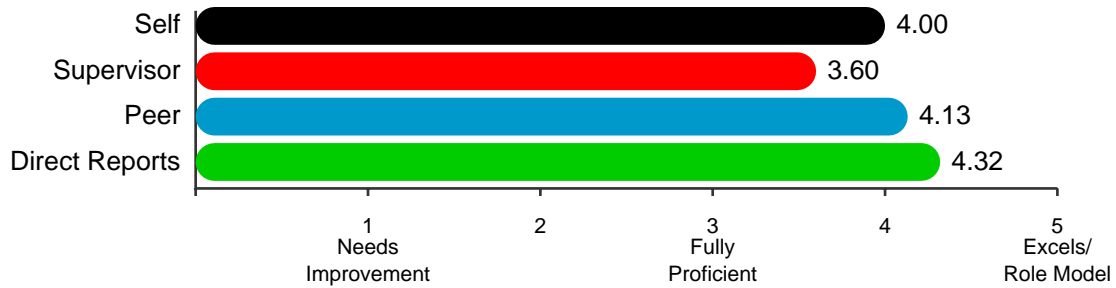
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.60	100.0	40%	60%	
12. Protects the integrity and confidentiality of information	15	4.27	100.0	73%	27%	
13. Demonstrates sincerity in actions with others.	15	4.33	100.0	67%	33%	
14. Develops trust and confidence from others.	15	3.93	73.3	27%	53%	20%
15. Fosters a high standard of ethics and integrity.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- \_\_\_ always goes above and beyond in her daily work.
- I think \_\_\_ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- She is a pleasure to work with and an asset to [CompanyName].
- I think we have a great team. \_\_\_ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.

# Passion To Learn

## Summary Scores



16. Holds self and associates accountable for goal achievement.



17. Enhances value to the company through additional training and development.



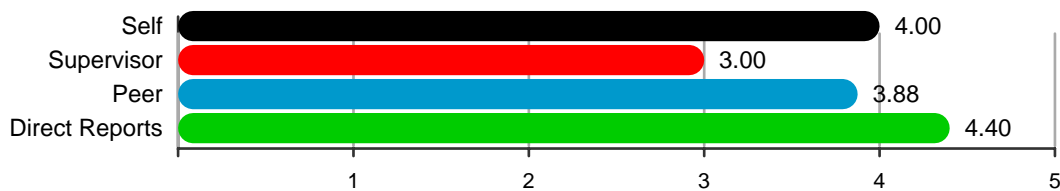
18. Creates an environment that supports personal development and exploration.



19. Is open minded and curious about learning new skills.



20. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



## 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).

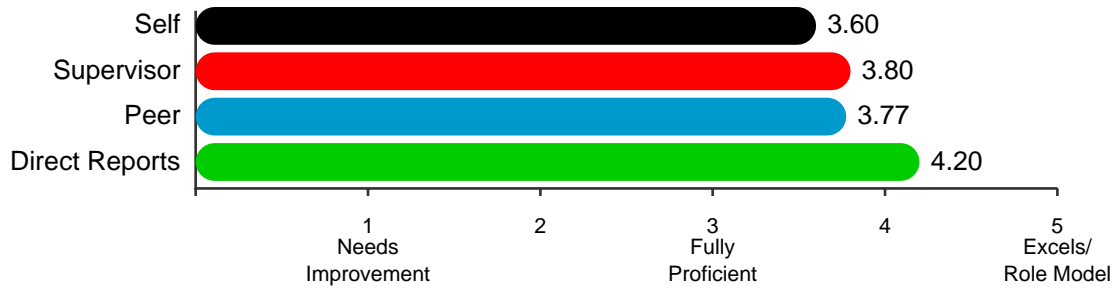
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Holds self and associates accountable for goal achievement.	15	4.33	86.7	13%		40%	47%
17. Enhances value to the company through additional training and development.	15	4.27	93.3	7%		60%	33%
18. Creates an environment that supports personal development and exploration.	14	4.00	92.9	7%		86%	7%
19. Is open minded and curious about learning new skills.	14	4.14	85.7	7%	7%	50%	36%
20. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- \_\_\_'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- In one word I can summarize \_\_\_ in leadership skill. WOW!
- \_\_\_ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- \_\_\_ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.

# Cultural Awareness

## Summary Scores



21. Seeks to reduce obstacles in communication that might arise from cultural differences.



22. Fosters a diverse workforce free from discrimination and harassment.



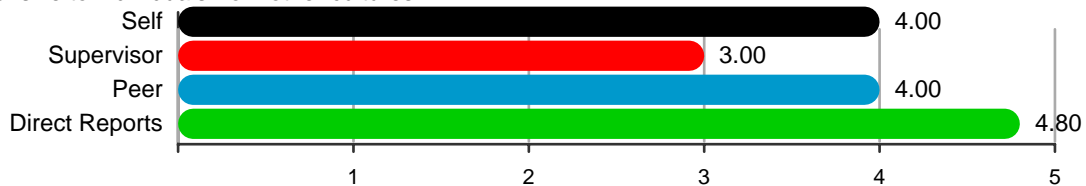
23. Is aware of differences in how individuals from other cultures greet one another.



24. Seeks clarification to avoid misunderstandings.



25. Is responsive to individuals from other cultures.



## 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).

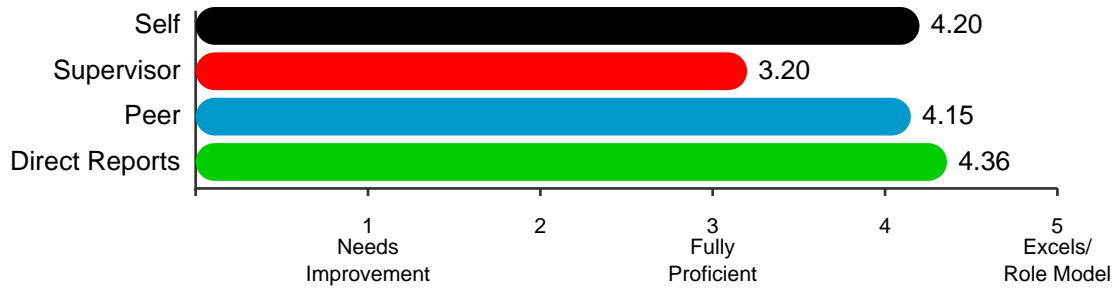
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Seeks to reduce obstacles in communication that might arise from cultural differences.	15	4.00	66.7	13%	20%	20%	47%	
22. Fosters a diverse workforce free from discrimination and harassment.	15	3.47	53.3	13%	33%	47%	7%	
23. Is aware of differences in how individuals from other cultures greet one another.	15	3.60	66.7	13%	20%	60%	7%	
24. Seeks clarification to avoid misunderstandings.	15	4.27	86.7	7%	7%	40%	47%	
25. Is responsive to individuals from other cultures.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

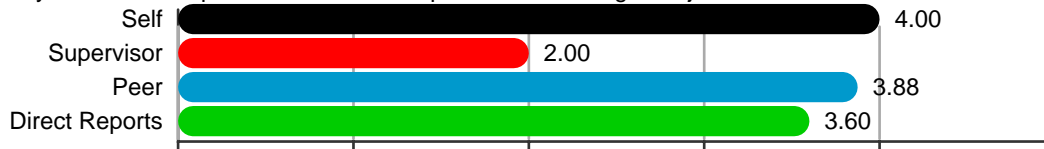
- I have only worked under \_\_\_ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- She inspires us to remember that as leaders, anything's possible.
- \_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- I have appreciated partnering with \_\_\_ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.

# Initiative

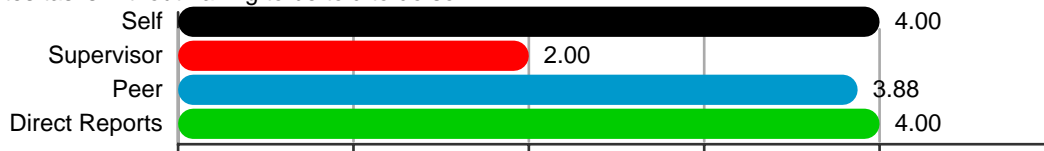
## Summary Scores



26. Acts quickly when a small problem arises to keep it from becoming a major issue.



27. Completes tasks without having to be told to do so.



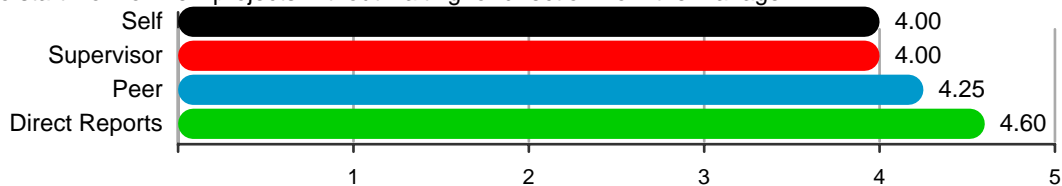
28. Is proactive when preparing for potential problems or critical events.



29. Takes charge when there is a crisis.



30. Looks to start work on new projects without waiting for direction from the manager.



## 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).

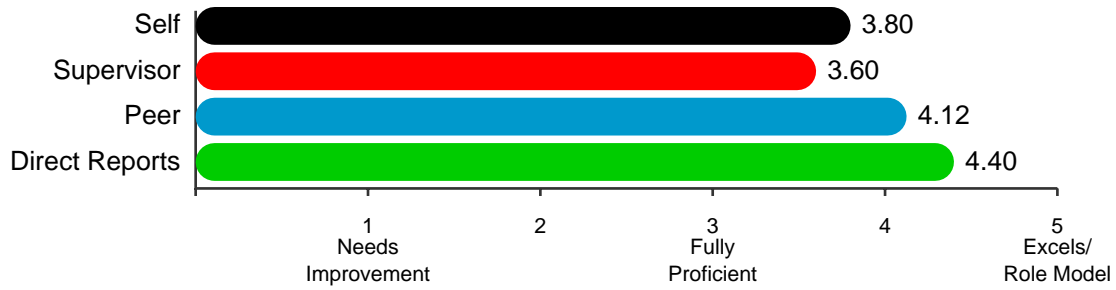
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Acts quickly when a small problem arises to keep it from becoming a major issue.	15	3.67	66.7	20%	13%	47%		20%
27. Completes tasks without having to be told to do so.	15	3.80	73.3	20%	7%	47%		27%
28. Is proactive when preparing for potential problems or critical events.	15	4.33	86.7	13%		40%		47%
29. Takes charge when there is a crisis.	15	4.67	100.0			33%		67%
30. Looks to start work on new projects without waiting for direction from the manager.	15	4.33	100.0			67%		33%

### Comments:

- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- Provide regular updates on the progress of work/tasks/projects.
- \_\_\_ is a role model of a leader and I feel privileged to have \_\_\_ as a leader and a mentor.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- She exhibits vision, compassion and high integrity in all of her work.
- Management skills progressing well with experience.

# Time Management

## Summary Scores



### 31. Prioritizes tasks to identify immediate and long-term objectives.



### 32. Prioritizes new tasks according to their relative importance.



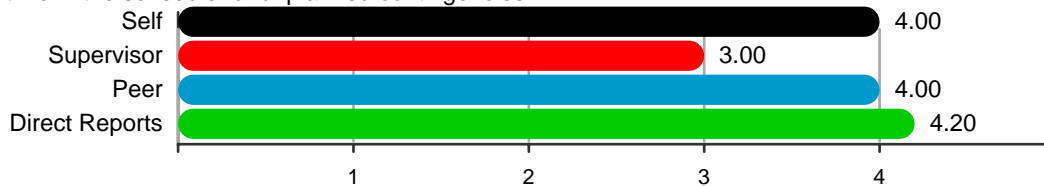
### 33. Sets clearly defined goals.



### 34. Focuses on tasks that have high priority.



### 35. Leaves time in the schedule for unplanned contingencies.





## 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).

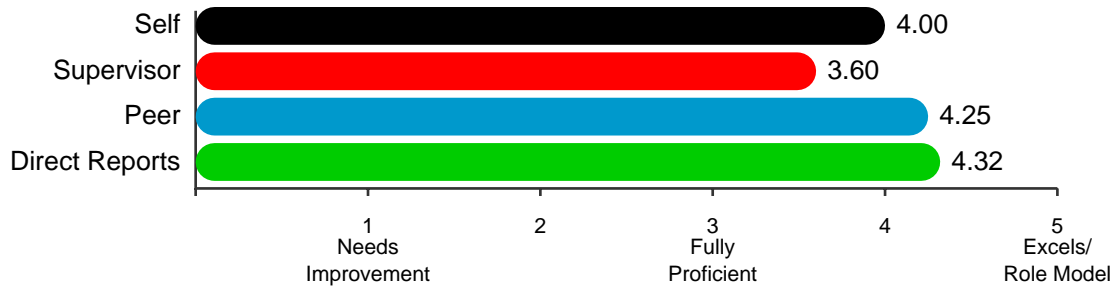
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Prioritizes tasks to identify immediate and long-term objectives.	15	4.07	80.0	20%	53%	27%
32. Prioritizes new tasks according to their relative importance.	15	4.47	100.0		53%	47%
33. Sets clearly defined goals.	15	4.13	80.0	20%	47%	33%
34. Focuses on tasks that have high priority.	15	4.13	86.7	13%	60%	27%
35. Leaves time in the schedule for unplanned contingencies.	15	4.00	80.0	20%	60%	20%

### Comments:

- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_ surpasses anyone I met before.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. \_\_\_ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- Resources are managed carefully with input sought and considered before applying those resources.
- \_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- \_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.

# Interpersonal Skills

## Summary Scores



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



37. Demonstrates willingness to work with others.



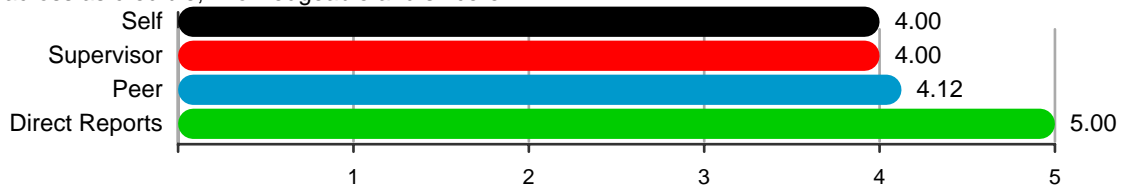
38. Uses tact, compassion, and sensitivity in interactions with others.



39. Strives for win/win solutions



40. Comes across as credible, knowledgeable and sincere



## 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).

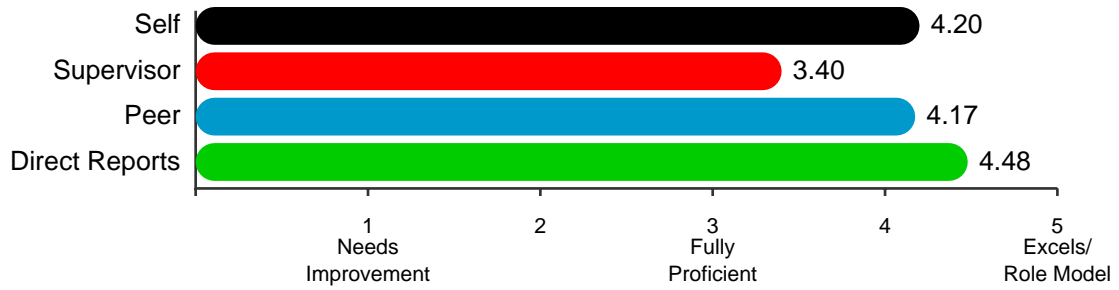
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.33	100.0		67%		33%
37. Demonstrates willingness to work with others.	15	3.93	80.0	13%	7%	53%	27%
38. Uses tact, compassion, and sensitivity in interactions with others.	15	4.27	86.7	13%		47%	40%
39. Strives for win/win solutions	15	4.13	86.7	13%		60%	27%
40. Comes across as credible, knowledgeable and sincere	15	4.40	93.3	7%		47%	47%

### Comments:

- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- \_\_\_ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- I appreciate that as a new manager to this department \_\_\_ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- I think she is doing really good work and I found that to be one area I could list that might help.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.

# Client Focus

## Summary Scores



41. Follows up with any unanswered questions from the client.



42. Responds to the needs of the client.



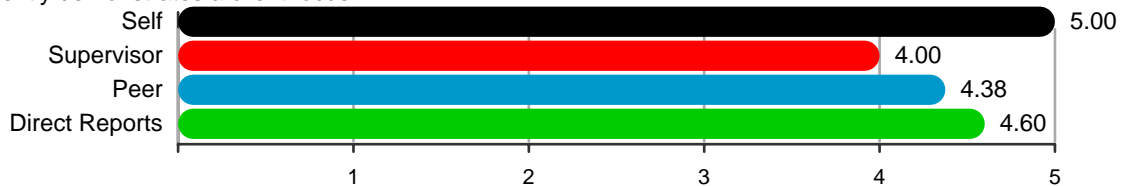
43. Puts client's needs first.



44. Documents client interactions.



45. Consistently demonstrates a client focus.



## 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
41. Follows up with any unanswered questions from the client.	15	4.33	93.3	7%	53%	40%
42. Responds to the needs of the client.	15	4.20	80.0	20%	40%	40%
43. Puts client's needs first.	15	4.13	86.7	13%	60%	27%
44. Documents client interactions.	15	4.00	86.7	13%	73%	13%
45. Consistently demonstrates a client focus.	15	4.47	93.3	7%	40%	53%

### Comments:

- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- I will always welcome \_\_\_'s direct, honest, caring feedback.
- She is a great manager and person to work for/with.
- I enjoy working with \_\_\_ and look forward to future opportunities for collaboration.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- \_\_\_ has a lot of knowledge in competency models and is passing that on to her teams.

## 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?

- On occasion \_\_\_'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- Having a routine for schedule and coming to office more frequently
- \_\_\_ has also come down to help our department when we have been very busy and needed help.
- If feel \_\_\_ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- \_\_\_ is fully engaged in her unit. She took on the position and jumped in with both feet.
- She is very customer focused and this reflects in her division leadership and performance.

### What do you like best about working with this individual?

- You can count on \_\_\_ to be honest and stay true to commitments.
- \_\_\_ has a good perspective on the organization as a whole.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- Job performance is excellent. Lucky to have \_\_\_ on our team.
- \_\_\_ offers support to her managers in a style that is engaging, consistent, and motivating.
- She knows product and how to engage potential clients.

### What do you like least about working with this individual?

- \_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- She inspires us to remember that as leaders, anything's possible.
- \_\_\_ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- Constantly working on improving the customer experience.
- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.

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

- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- She is a dedicated person who inspires excellence in both staff and customer service.
- \_\_\_ knows her team very well and is gaining the same knowledge in regards to her team
- \_\_\_ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- \_\_\_ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- \_\_\_ 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.

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

- \_\_\_'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- \_\_\_ promotes and encourages teambuilding throughout the entire department.
- Works hard to build a team environment.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.

### Any final comments?

- \_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- \_\_\_ is a team player and effective in her role.
- Sometimes you want a little more direction from \_\_\_, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- \_\_\_ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.