

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.

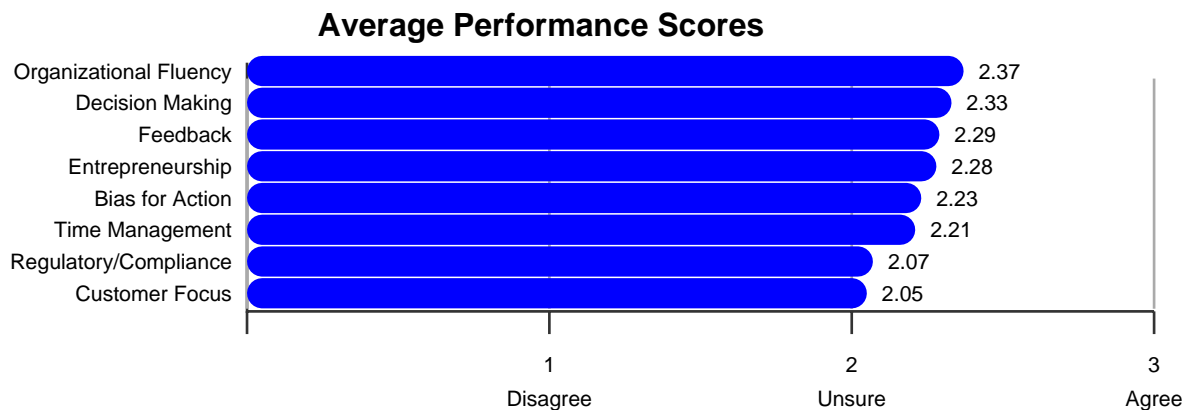
What to Do with Your Feedback

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 8 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.



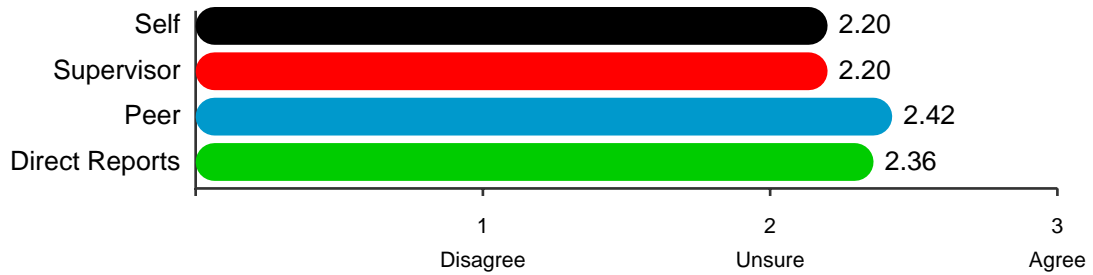
Gap Analysis

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

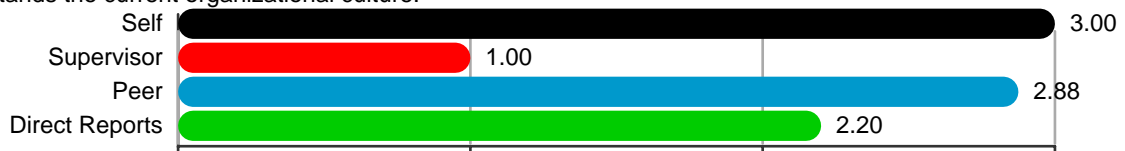
Summary Scores



1. Anticipates problems that may affect the department.



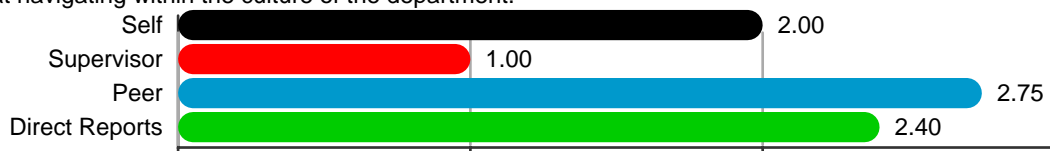
2. Understands the current organizational culture.



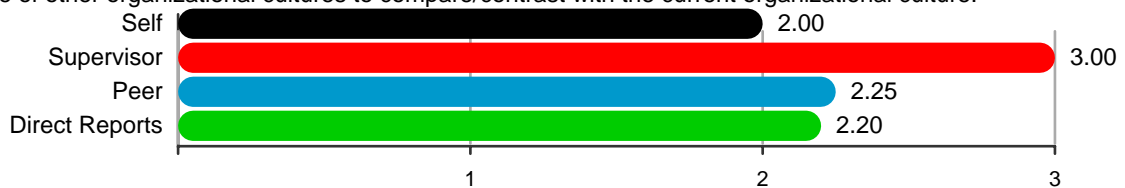
3. Able to use corporate politics to advance department objectives.



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



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



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).

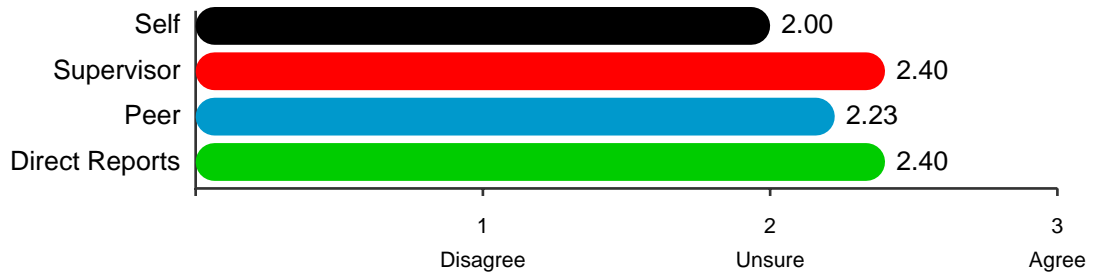
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Anticipates problems that may affect the department.	15	2.27	33.3	7%	60%	33%
2. Understands the current organizational culture.	15	2.53	73.3	20%	7%	73%
3. Able to use corporate politics to advance department objectives.	15	2.33	40.0	7%	53%	40%
4. Adept at navigating within the culture of the department.	15	2.47	53.3	7%	40%	53%
5. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- ___ leads by example in each of the areas noted above.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- ___ is a very effective leader and excellent communicator.
- She is continually looking for ways to improve our service to our customers.
- She has an open door policy and is available when needed.

Entrepreneurship

Summary Scores



6. Balances risks and rewards when making decisions.



7. Excellent at managing relationships with stakeholders.



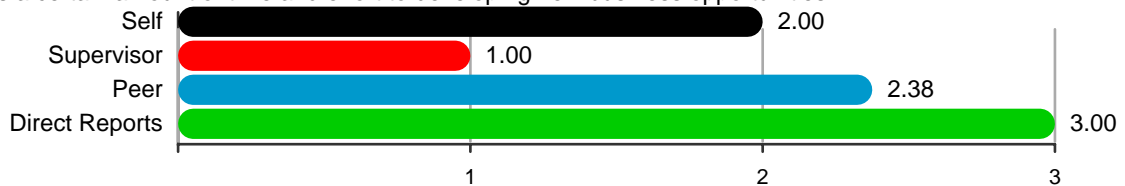
8. Able to adapt the department to changing business demands and climate.



9. Has a strategic awareness on how to promote the organization.



10. Devotes a certain amount of time and effort to developing new business opportunities.



Level of Skill

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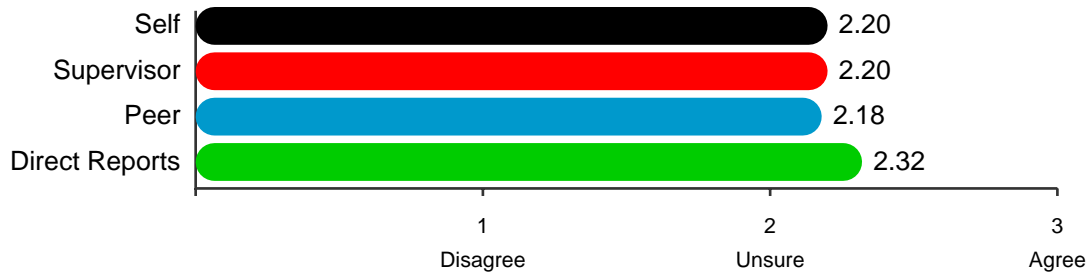
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Balances risks and rewards when making decisions.	15	2.13	33.3	20%	47%	33%
7. Excellent at managing relationships with stakeholders.	15	2.07	26.7	20%	53%	27%
8. Able to adapt the department to changing business demands and climate.	15	2.33	40.0	7%	53%	40%
9. Has a strategic awareness on how to promote the organization.	15	2.40	53.3	13%	33%	53%
10. Devotes a certain amount of time and effort to developing new business opportunities.	15	2.47	60.0	13%	27%	60%

Comments:

- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- ___ is the consummate professional and pleasure to work with.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.

Bias for Action

Summary Scores



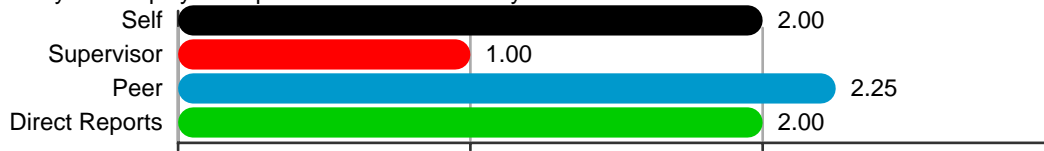
11. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



12. Encourages risk taking and experimentation to improve performance



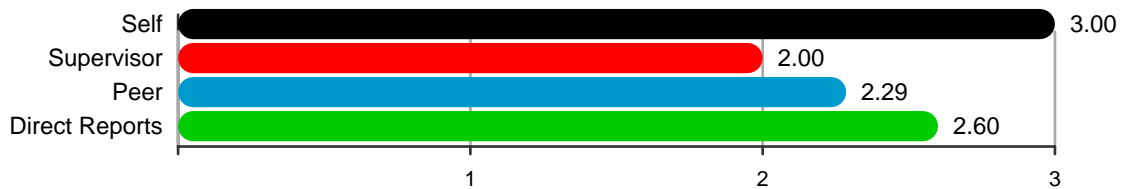
13. Identifies ways to simplify work processes and reduce cycle times



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



15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



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).

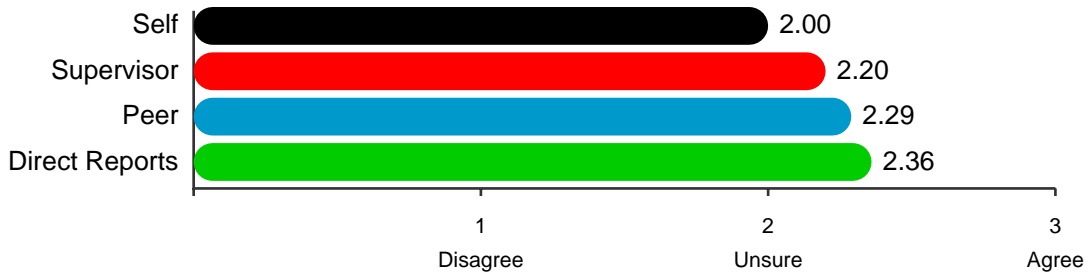
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.33	40.0	7%	53%	40%
12. Encourages risk taking and experimentation to improve performance	15	2.07	20.0	13%	67%	20%
13. Identifies ways to simplify work processes and reduce cycle times	15	2.07	26.7	20%	53%	27%
14. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.27	40.0	13%	47%	40%
15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	14	2.43	50.0	7%	43%	50%

Comments:

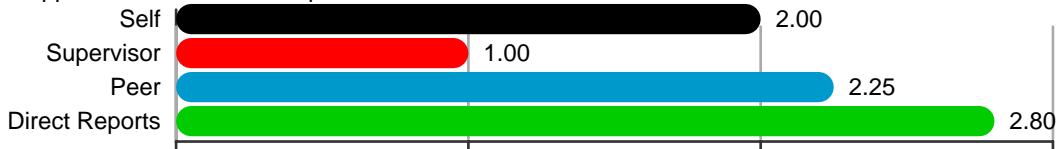
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- She is a very diligent hard worker.
- Having a routine for schedule and coming to office more frequently
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- Has good intentions, but follow through needs more work.

Feedback

Summary Scores



16. Is easy to approach with ideas and opinions.



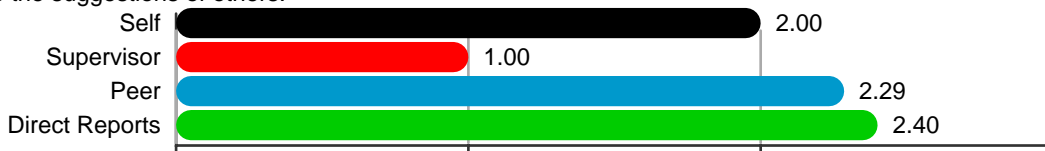
17. Asks others for their ideas and opinions.



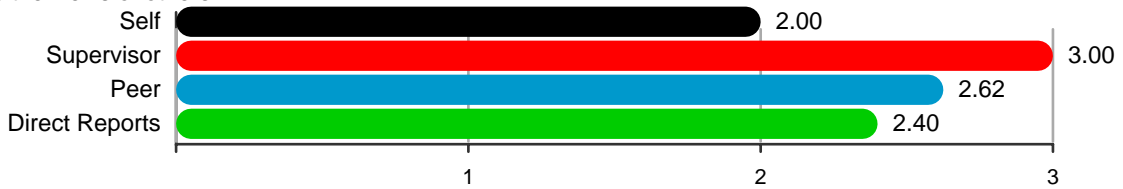
18. Seeks feedback to enhance performance.



19. Open to the suggestions of others.



20. Accepts the views of others.



Level of Skill

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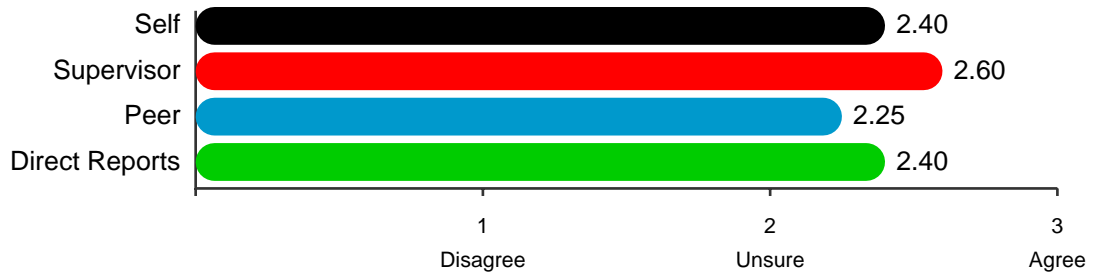
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Is easy to approach with ideas and opinions.	15	2.33	46.7	13%	40%	47%
17. Asks others for their ideas and opinions.	15	2.33	40.0	7%	53%	40%
18. Seeks feedback to enhance performance.	14	2.00	14.3	14%	71%	14%
19. Open to the suggestions of others.	14	2.21	42.9	21%	36%	43%
20. Accepts the views of others.	15	2.53	60.0	7%	33%	60%

Comments:

- She looks at problems in a systematic way and asks for input prior to making decisions.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ 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.
- ___ exceeds in above in all she does.

Decision Making

Summary Scores



21. Considers the ethical implications of decisions.



22. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently



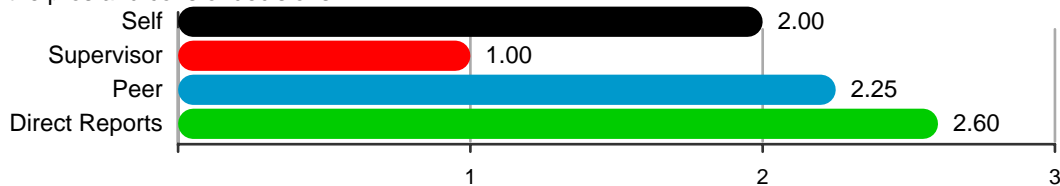
23. Asks for additional information when making critical decisions.



24. Formulates imaginative decisions.



25. Weighs the pros and cons of decisions.



Level of Skill

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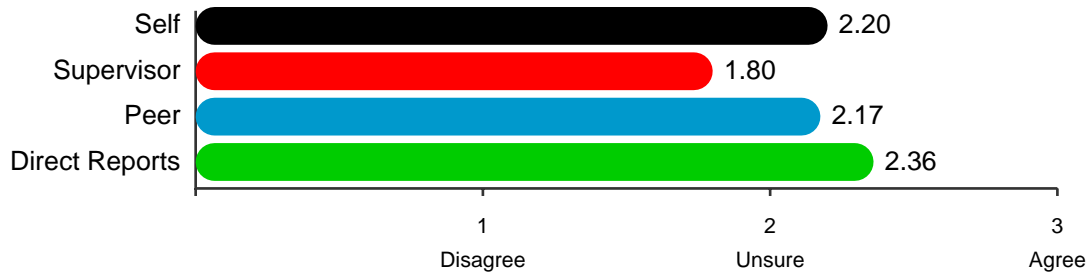
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Considers the ethical implications of decisions.	15	2.60	66.7	7%	27%	67%
22. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	2.33	40.0	7%	53%	40%
23. Asks for additional information when making critical decisions.	15	2.07	20.0	13%	67%	20%
24. Formulates imaginative decisions.	15	2.40	53.3	13%	33%	53%
25. Weighs the pros and cons of decisions.	15	2.27	53.3	27%	20%	53%

Comments:

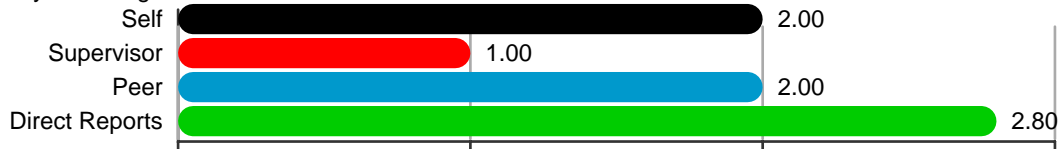
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- The department is lucky to have her.
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ___'s dedication and leadership in the management development program is evident.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- Uses visual aids to communicate progress to your team.

Time Management

Summary Scores



26. Sets clearly defined goals.



27. Does not procrastinate.



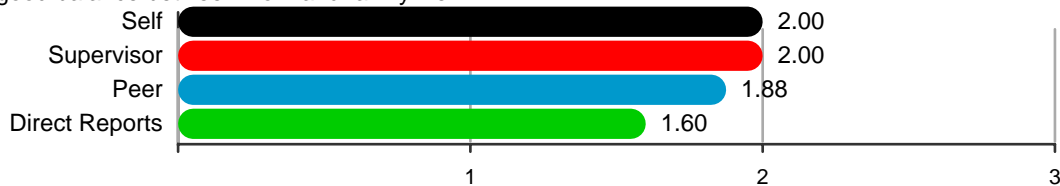
28. Prioritizes new tasks according to their relative importance.



29. Focuses on tasks that have high priority.



30. Sets a good balance between work and family life.



Level of Skill

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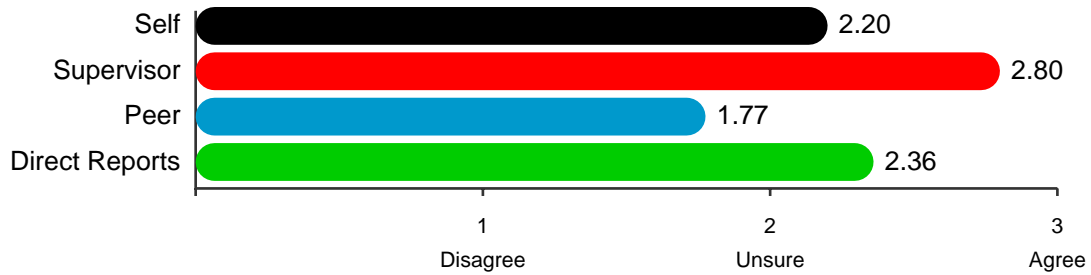
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Sets clearly defined goals.	15	2.20	33.3	13%	53%	33%
27. Does not procrastinate.	15	2.00	26.7	27%	47%	27%
28. Prioritizes new tasks according to their relative importance.	15	2.47	53.3	7%	40%	53%
29. Focuses on tasks that have high priority.	15	2.60	60.0		40%	60%
30. Sets a good balance between work and family life.	15	1.80	13.3	33%	53%	13%

Comments:

- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- ___ is a great listener and leader for the department.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- 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.

Regulatory/Compliance

Summary Scores



31. Keeps track of changes in legislation affecting regulatory compliance.



32. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.



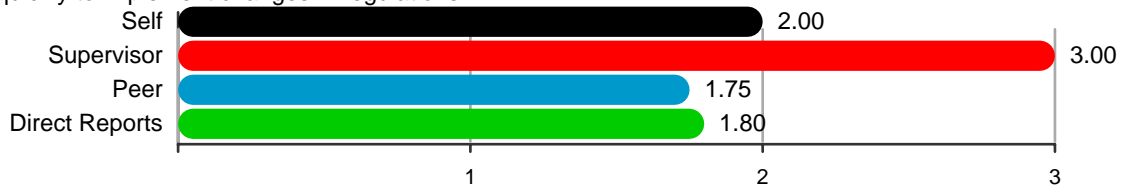
33. Complies with regulatory requirements for the state.



34. Maintains a state of readiness to address new and changing regulations and procedures.



35. Works quickly to implement changes in regulations.



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).

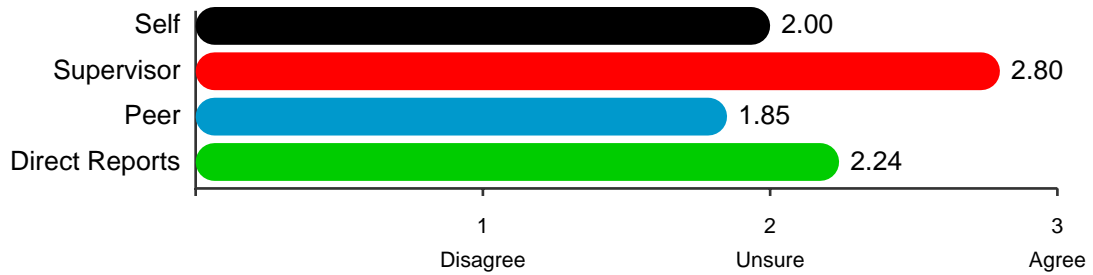
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Keeps track of changes in legislation affecting regulatory compliance.	15	2.13	33.3	20%	47%	33%
32. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	2.13	33.3	20%	47%	33%
33. Complies with regulatory requirements for the state.	15	2.07	33.3	27%	40%	33%
34. Maintains a state of readiness to address new and changing regulations and procedures.	15	2.13	26.7	13%	60%	27%
35. Works quickly to implement changes in regulations.	15	1.87	20.0	33%	47%	20%

Comments:

- She is a great leader.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She sometimes comes off as confused about organizational/operational direction.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.

Customer Focus

Summary Scores



36. Identifies the core needs of the customer.



37. Acts with integrity in all customer interactions.



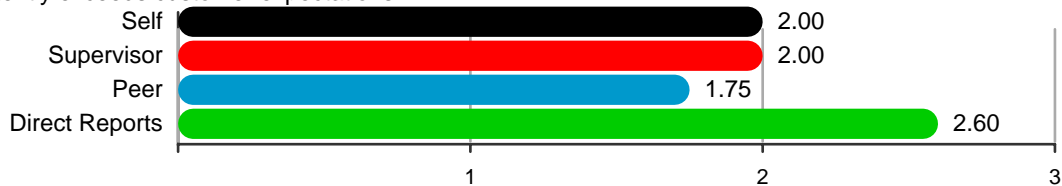
38. Anticipates problems that the customer may encounter.



39. Looks for opportunities that have a positive impact on customers.



40. Consistently exceeds customer expectations.



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
36. Identifies the core needs of the customer.	15	1.87	20.0	33%	47%	20%
37. Acts with integrity in all customer interactions.	15	1.93	13.3	20%	67%	13%
38. Anticipates problems that the customer may encounter.	15	2.07	33.3	27%	40%	33%
39. Looks for opportunities that have a positive impact on customers.	15	2.33	33.3		67%	33%
40. Consistently exceeds customer expectations.	15	2.07	33.3	27%	40%	33%

Comments:

- 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.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- She is well respected.
- Be being better organized. It would help with prioritizing.

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?

- Please know that stress can occasionally slow down progress.
- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.
- ___ always goes above and beyond in her daily work.

What do you like best about working with this individual?

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- ___ 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.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- She is a pleasure to work with and an asset to [CompanyName].
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

What do you like least about working with this individual?

- I enjoy working with ____. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- I like ____, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- I look forward to working with her in her new role.
- I think she is doing really good work and I found that to be one area I could list that might help.
- She has been influential in our focus on the future.
- Seek and provide critical feedback.

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

- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- I appreciate how ___ guides, supports, and direct staff.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- 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.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.

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

- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- ___ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.

Any final comments?

- Always has the company's best interest at heart.
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- She make sure the team effort not only succeed on paper.
- ___ is an excellent Director.
- 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 garner ideas from her regularly and look to her as a mentor.