



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.

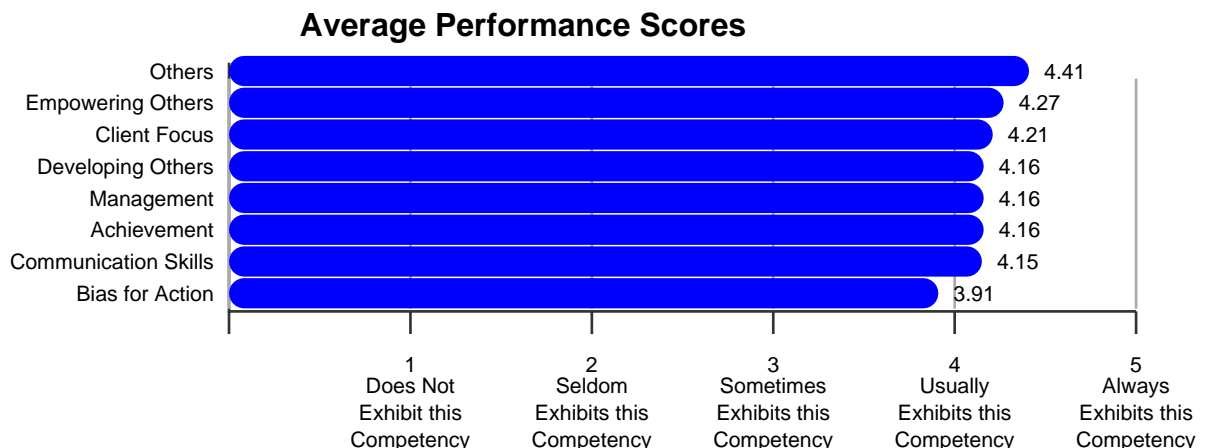
What to Do with Your Feedback

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.



Others

Summary Scores



1. Forms working relationships with employees from other departments.



2. Includes others in the decision making processes.



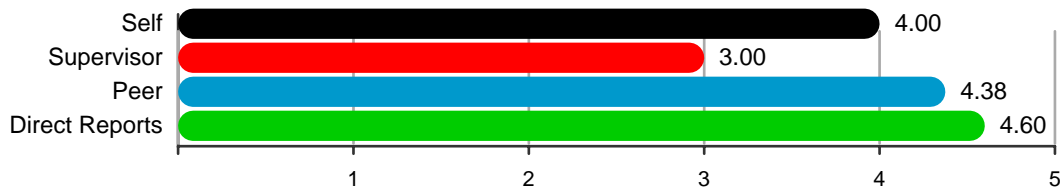
3. Constructively receives criticism and suggestions from others.



4. Consistently demonstrates ability and willingness to trust others.



5. Helpful



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. Forms working relationships with employees from other departments.	15	4.20	93.3	7%		67%		27%
2. Includes others in the decision making processes.	15	4.87	100.0	13%		87%		
3. Constructively receives criticism and suggestions from others.	15	4.27	93.3	7%		60%		33%
4. Consistently demonstrates ability and willingness to trust others.	15	4.40	86.7	13%	33%		53%	
5. Helpful	15	4.33	93.3	7%		53%		40%

Comments:

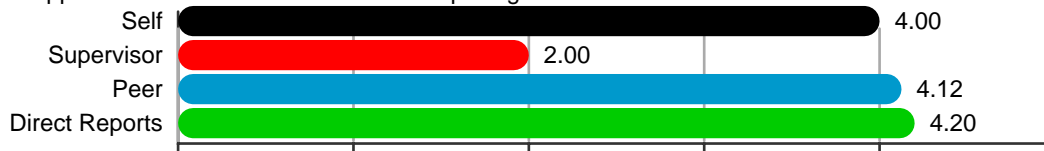
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- Under her leadership, the department teams have become very cohesive.
- 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.

Empowering Others

Summary Scores



6. Provides support and resources needed to accomplish goals.



7. Recognizes the accomplishments of employees when they complete important assignments.



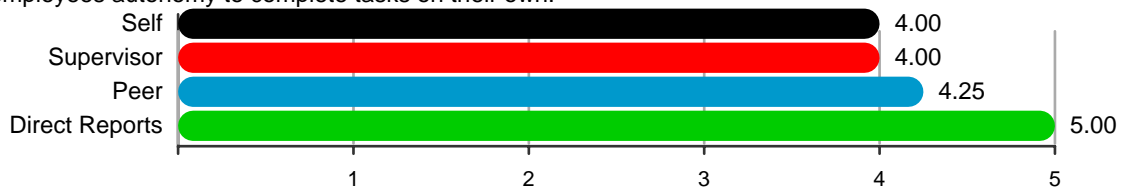
8. Is aware of the skill levels of others.



9. Demonstrates confidence in the abilities of subordinates.



10. Gives employees autonomy to complete tasks on their own.



Level of Skill

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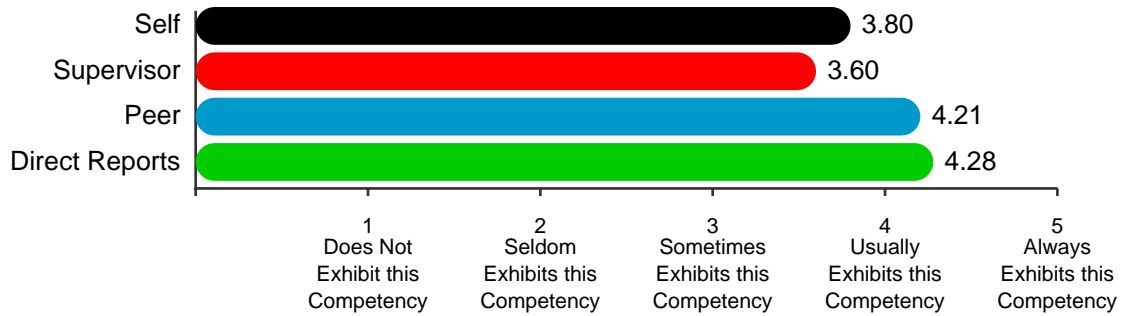
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Provides support and resources needed to accomplish goals.	15	4.00	80.0	7%	13%	53%	27%	
7. Recognizes the accomplishments of employees when they complete important assignments.	15	4.07	80.0		20%	53%	27%	
8. Is aware of the skill levels of others.	15	4.33	93.3	7%	47%		47%	
9. Demonstrates confidence in the abilities of subordinates.	15	4.47	93.3	7%	40%	53%		
10. Gives employees autonomy to complete tasks on their own.	15	4.47	93.3	7%	40%	53%		

Comments:

- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- She lets us develop our own style and inspires us to do our best.

Developing Others

Summary Scores



11. Creates a work environment that fosters positive feedback to employees.



12. Sets performance objectives for subordinates that encourages development opportunities.



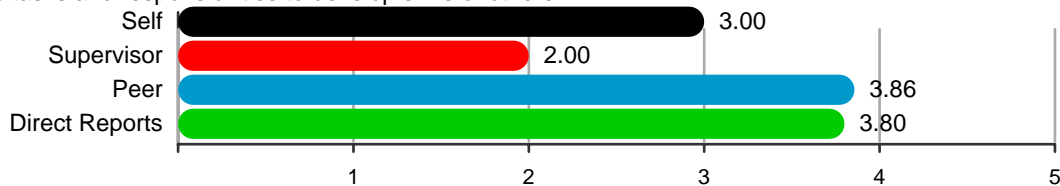
13. Is open to receiving feedback.



14. Creates opportunities for professional development.



15. Assigns tasks and responsibilities to develop skills of others.



Level of Skill

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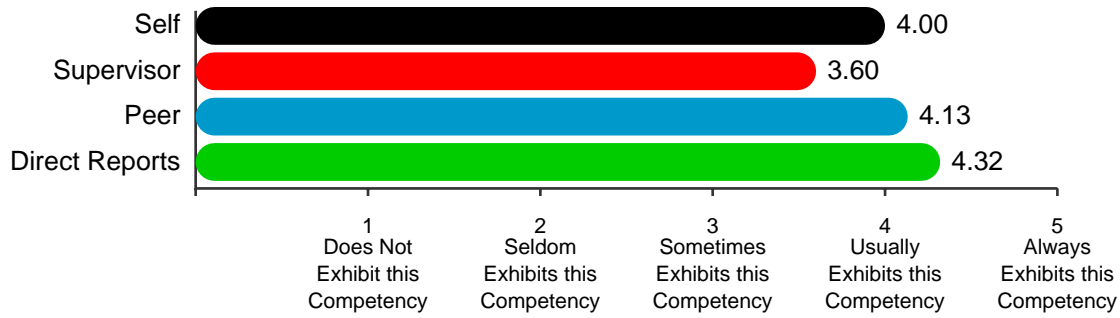
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Creates a work environment that fosters positive feedback to employees.	15	4.60	100.0			40%	60%	
12. Sets performance objectives for subordinates that encourages development opportunities.	15	4.27	100.0			73%		27%
13. Is open to receiving feedback.	15	4.33	100.0			67%	33%	
14. Creates opportunities for professional development.	15	3.93	73.3	27%		53%		20%
15. Assigns tasks and responsibilities to develop skills of others.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She is detailed when presenting a plan.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- Uses visual aids to communicate progress to your team.

Communication Skills

Summary Scores



16. Deals with difficult situations calmly and confidently.



17. Delivers influential presentations.



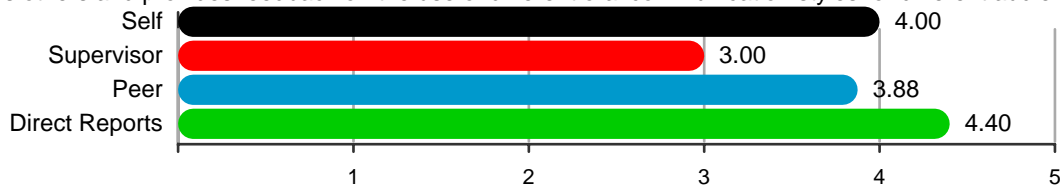
18. Asks follow-up questions as needed.



19. Conveys ideas confidently and succinctly.



20. Coaches others and provides feedback on the use of different oral communication styles for different audiences



Level of Skill

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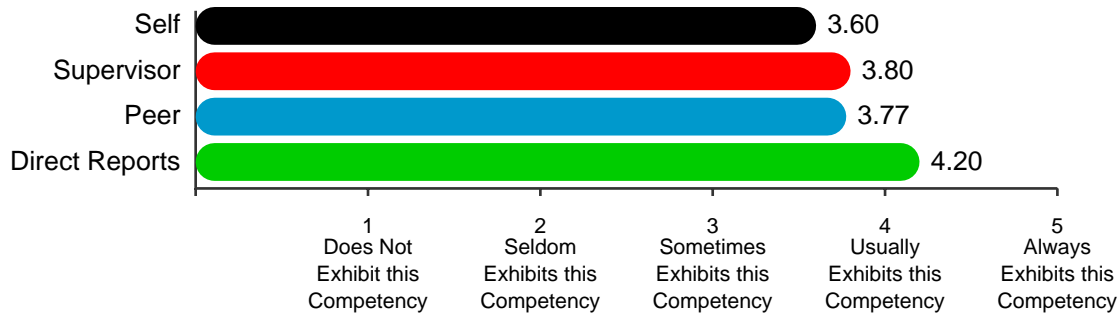
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Deals with difficult situations calmly and confidently.	15	4.33	86.7	13%		40%	47%	
17. Delivers influential presentations.	15	4.27	93.3	7%		60%	33%	
18. Asks follow-up questions as needed.	14	4.00	92.9	7%		86%		7%
19. Conveys ideas confidently and succinctly.	14	4.14	85.7	7%	7%	50%	36%	
20. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Set clear expectations for others.
- Seek and provide critical feedback.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- ___ does not always follow through with things (ordering equipment).
- Don't know where we would be without her.
- ___ is trusting her team, and expecting high standards of behavior from all employees.

Bias for Action

Summary Scores



21. Displays high energy and enthusiasm on consistent basis.



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



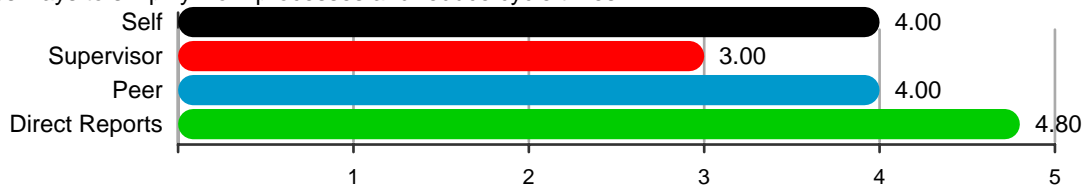
23. Motivates others to achieve or exceed goals



24. Encourages risk taking and experimentation to improve performance



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



Level of Skill

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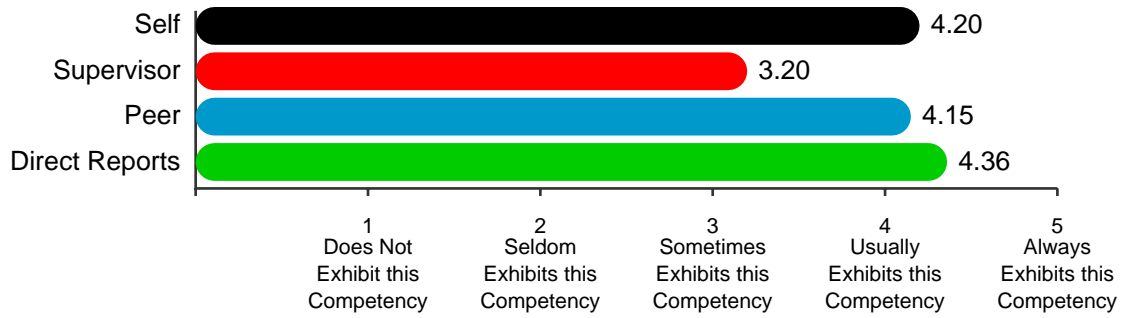
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Displays high energy and enthusiasm on consistent basis.	15	4.00	66.7	13%	20%	20%	47%	
22. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.47	53.3	13%	33%	47%	7%	
23. Motivates others to achieve or exceed goals	15	3.60	66.7	13%	20%	60%	7%	
24. Encourages risk taking and experimentation to improve performance	15	4.27	86.7	7%	7%	40%	47%	
25. Identifies ways to simplify work processes and reduce cycle times	15	4.20	80.0	7%	13%	33%	47%	

Comments:

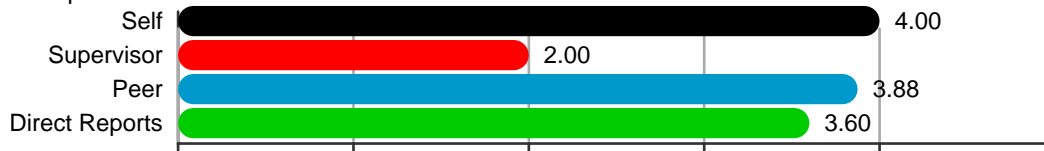
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus 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.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- I appreciate ___'s willingness to share her knowledge with our team.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.

Management

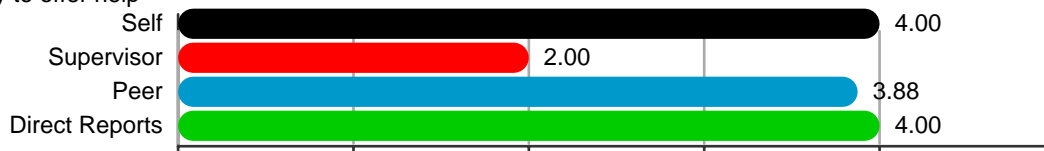
Summary Scores



26. Sets an example for others to follow



27. Is ready to offer help



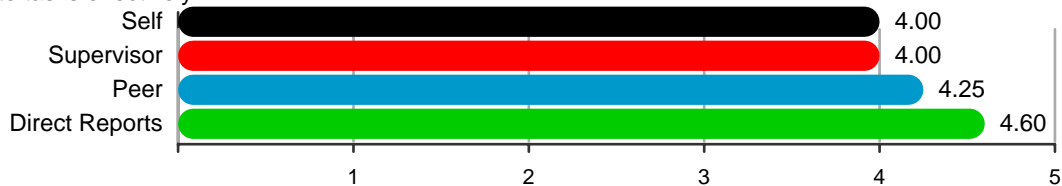
28. Takes responsibility for things that go wrong



29. Makes you feel enthusiastic about your work



30. Delegate tasks effectively



Level of Skill

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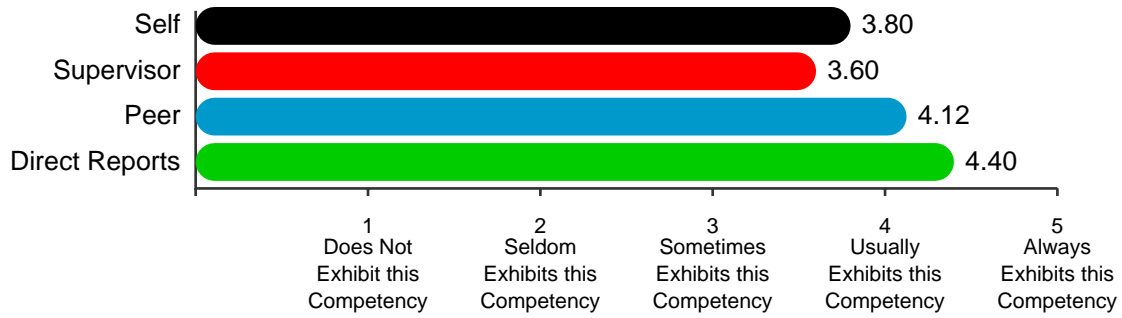
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Sets an example for others to follow	15	3.67	66.7	20%	13%	47%	20%	
27. Is ready to offer help	15	3.80	73.3	20%	7%	47%	27%	
28. Takes responsibility for things that go wrong	15	4.33	86.7	13%	40%	47%		
29. Makes you feel enthusiastic about your work	15	4.67	100.0		33%	67%		
30. Delegate tasks effectively	15	4.33	100.0		67%	33%		

Comments:

- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- She won't settle for less.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- ___ excels at keeping in touch with all aspects of her, and our jobs.

Achievement

Summary Scores



31. Takes reasonable risks to achieve desired results.



32. Completes work promptly and efficiently.



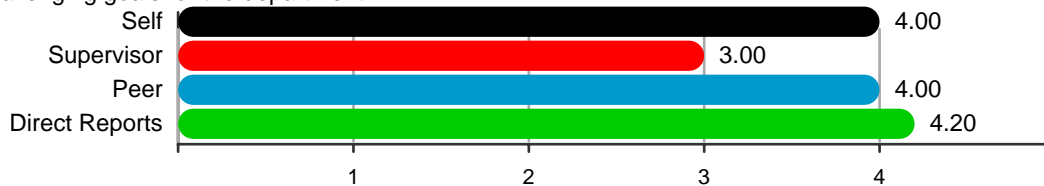
33. Establishes Specific Measurable Achievable Realistic and Timed (SMART) goals.



34. Accepts setbacks and challenges as improvement opportunities



35. Sets challenging goals for the department.



Level of Skill

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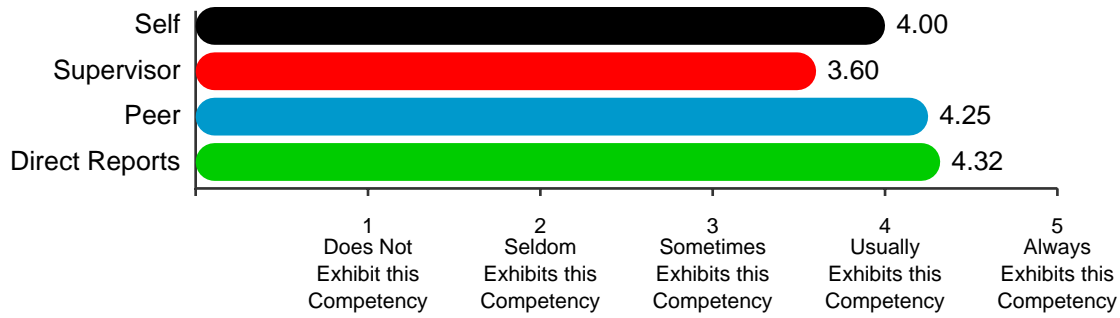
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Takes reasonable risks to achieve desired results.	15	4.07	80.0	20%		53%		27%
32. Completes work promptly and efficiently.	15	4.47	100.0			53%		47%
33. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	15	4.13	80.0	20%		47%		33%
34. Accepts setbacks and challenges as improvement opportunities	15	4.13	86.7	13%		60%		27%
35. Sets challenging goals for the department.	15	4.00	80.0	20%		60%		20%

Comments:

- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- 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.
- ___ has an impressive vision for the company.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.

Client Focus

Summary Scores



36. Satisfies client needs.



37. Forms strong client relationships



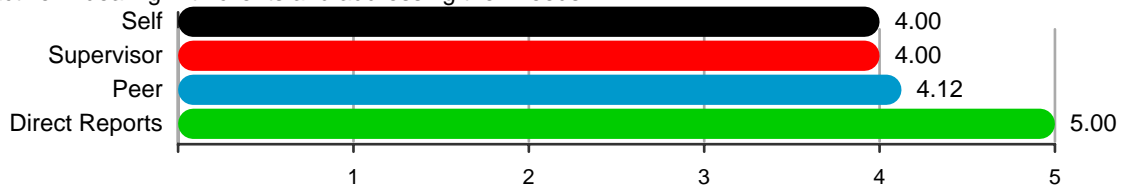
38. Maintains strong relationships with clients.



39. Ensures client commitments and requirements are met or exceeded



40. Is pro-active in dealing with clients and addressing their needs.



Level of Skill

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36. Satisfies client needs.	15	4.33	100.0			67%		33%
37. Forms strong client relationships	15	3.93	80.0	13%	7%	53%		27%
38. Maintains strong relationships with clients.	15	4.27	86.7		13%	47%		40%
39. Ensures client commitments and requirements are met or exceeded	15	4.13	86.7		13%	60%		27%
40. Is pro-active in dealing with clients and addressing their needs.	15	4.40	93.3		7%	47%		47%

Comments:

- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- ___ 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.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.

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 strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- She could help teammates by becoming more proficient in some areas.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.

What do you like best about working with this individual?

- ___ is trusting her team, and expecting high standards of behavior from all employees.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitly the person to redirect the work of [CompanyName] and make it a viable entity.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.

What do you like least about working with this individual?

- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- Resources are managed carefully with input sought and considered before applying those resources.
- ___ takes people where they want to go and pushes them to be their own success.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- ___ is determined to help make [CompanyName] successful.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.

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

- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.
- ___ knows her team very well and is gaining the same knowledge in regards to her team
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- She is beginning to reach out to the other managers more, and it is appreciated.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.

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

- ___ has done a great job of continuing to grow and refine the service lines.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- Demonstrates a focus on the business goals through task prioritization.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

Any final comments?

- ___ does a great job investigating an issue thinking it through before she takes action.
- She is in an often times impossible position and is doing well all things considered
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- 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.
- She is always collaborative in her approach, and makes good decisions.
- Initiative, attitude, and willingness to pitch in.