



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.

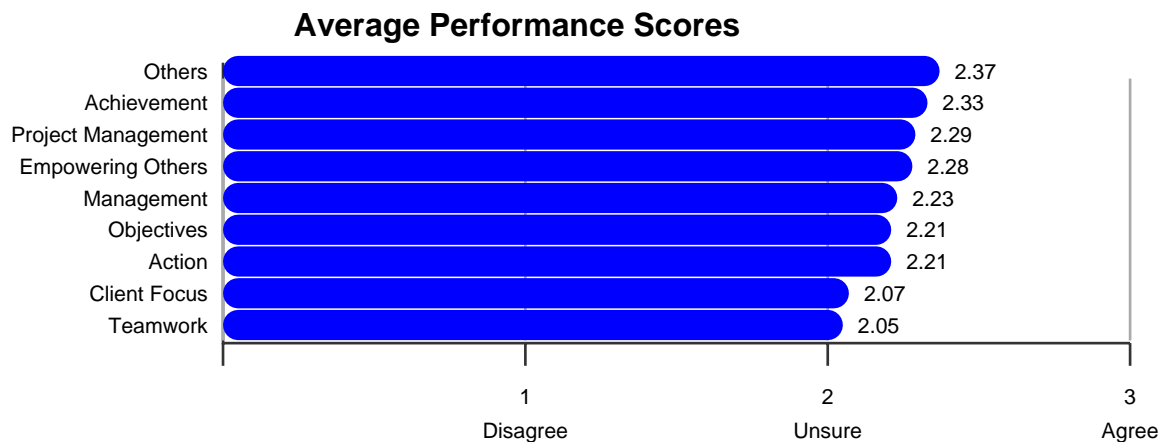
What to Do with Your Feedback

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

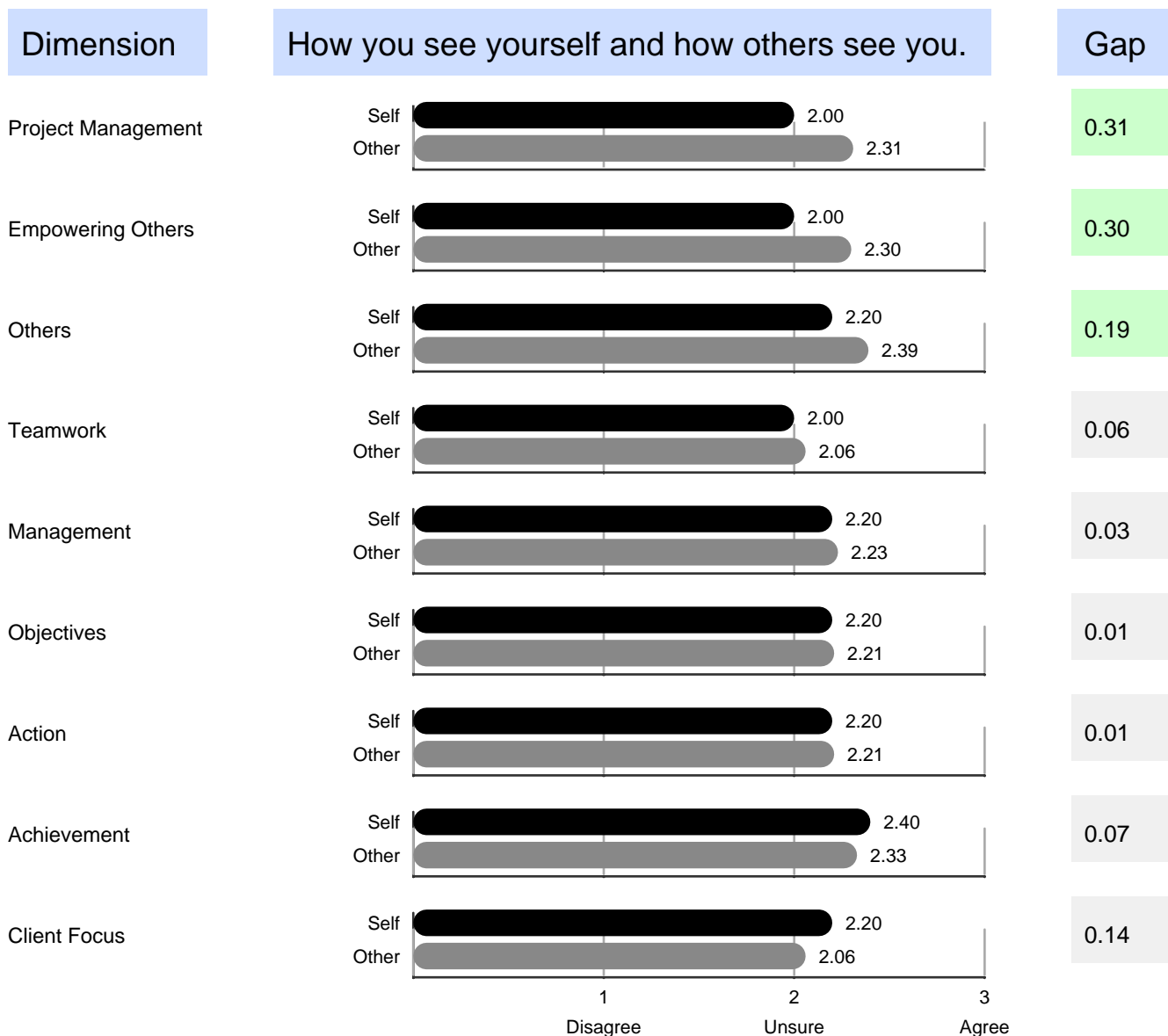
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



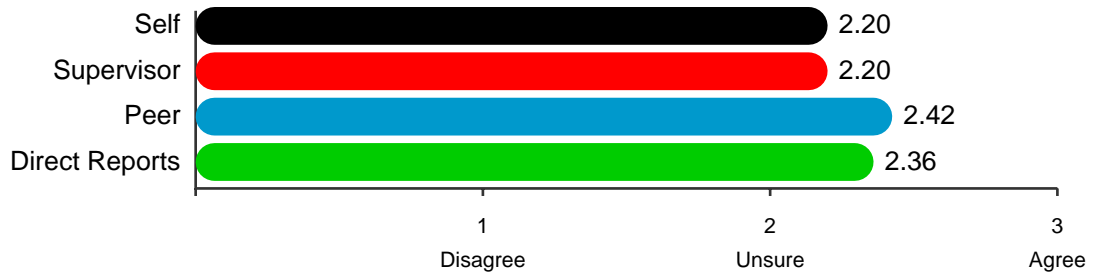
Gap Analysis

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.



Others

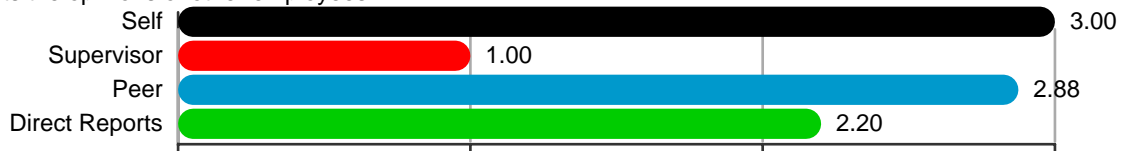
Summary Scores



1. Helpful



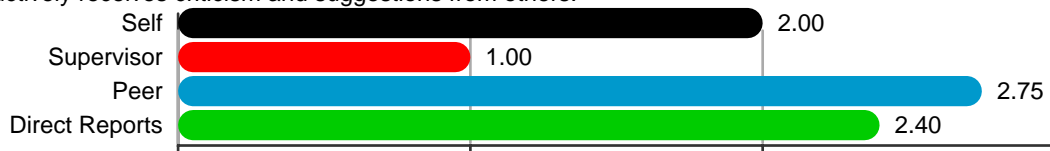
2. Respects the opinions of other employees.



3. Treats others with respect and dignity.



4. Constructively receives criticism and suggestions from others.



5. Forms working relationships with employees from other departments.



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).

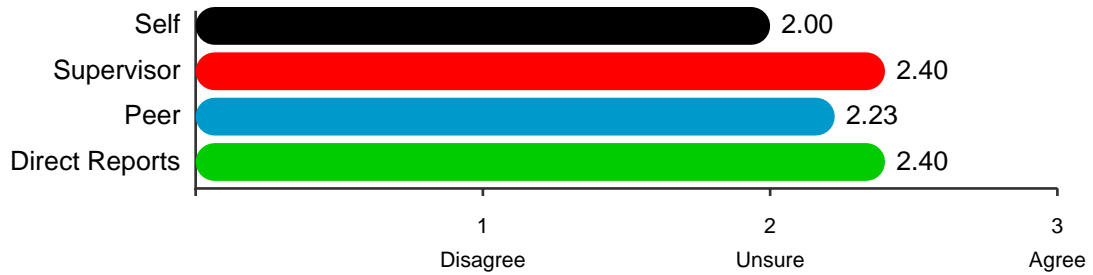
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Helpful	15	2.27	33.3	7%	60%	33%
2. Respects the opinions of other employees.	15	2.53	73.3	20%	7%	73%
3. Treats others with respect and dignity.	15	2.33	40.0	7%	53%	40%
4. Constructively receives criticism and suggestions from others.	15	2.47	53.3	7%	40%	53%
5. Forms working relationships with employees from other departments.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- _____'s dedication and leadership in the management development program is evident.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.

Empowering Others

Summary Scores



6. Encourages employees to solve problems on their own.



7. Allows employees to make their own decisions.



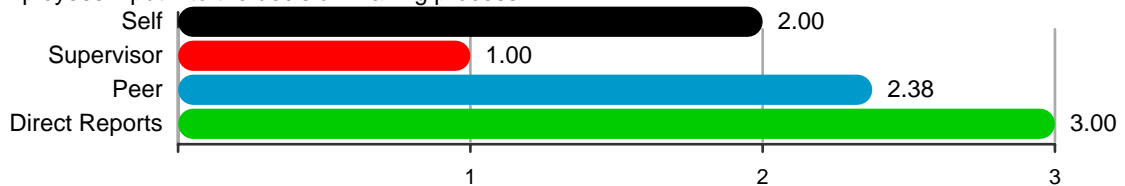
8. Gives employees the opportunity to make their own decisions at work.



9. Provides support and resources needed to accomplish goals.



10. Gives employees input into the decision making process.



Level of Skill

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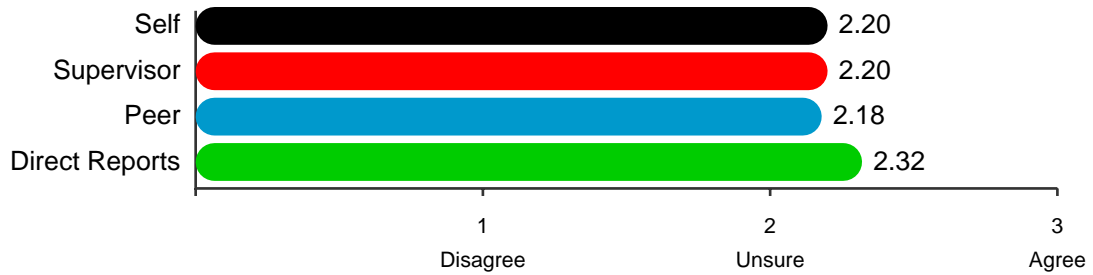
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Encourages employees to solve problems on their own.	15	2.13	33.3	20%	47%	33%
7. Allows employees to make their own decisions.	15	2.07	26.7	20%	53%	27%
8. Gives employees the opportunity to make their own decisions at work.	15	2.33	40.0	7%	53%	40%
9. Provides support and resources needed to accomplish goals.	15	2.40	53.3	13%	33%	53%
10. Gives employees input into the decision making process.	15	2.47	60.0	13%	27%	60%

Comments:

- _____'s dedication and leadership in the management development program is evident.
- He 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).
- He presents a clear picture of where the department is now and where we need to be headed.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- A great addition to the team.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.

Management

Summary Scores



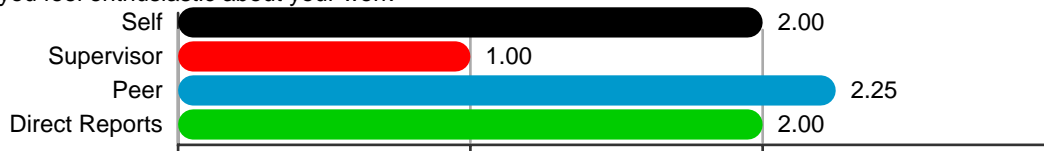
11. Keep staff informed about what is happening in the company



12. Is ready to offer help



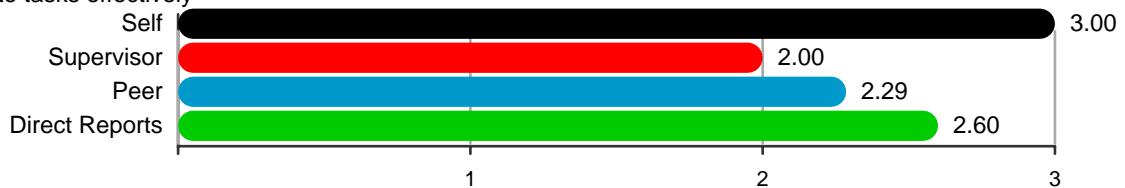
13. Makes you feel enthusiastic about your work



14. Sets an example for others to follow



15. Delegate tasks effectively



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).

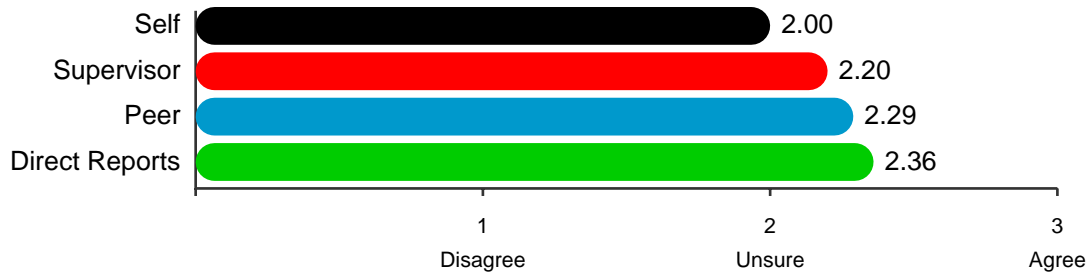
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Keep staff informed about what is happening in the company	15	2.33	40.0	7%	53%	40%
12. Is ready to offer help	15	2.07	20.0	13%	67%	20%
13. Makes you feel enthusiastic about your work	15	2.07	26.7	20%	53%	27%
14. Sets an example for others to follow	15	2.27	40.0	13%	47%	40%
15. Delegate tasks effectively	14	2.43	50.0	7%	43%	50%

Comments:

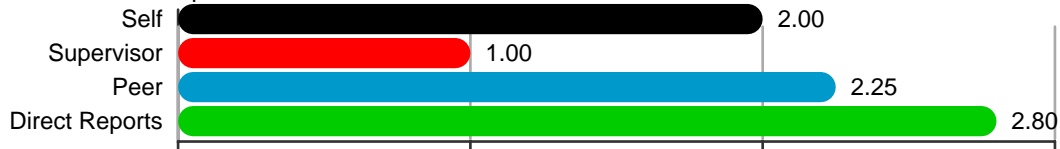
- _____ is excellent at providing positive feedback in the moment while in meetings.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- _____ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- _____ teams with others to improve communication and process.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.

Project Management

Summary Scores



16. Organizes work and sets priorities as needed.



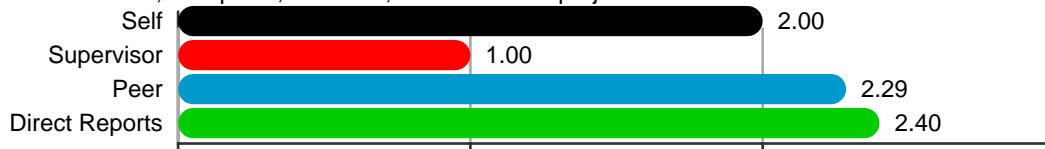
17. Works with customers and clients to assess their needs and define project parameters.



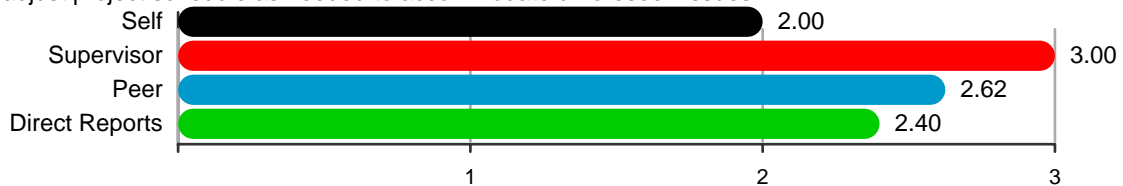
18. Regularly reviews project performance and goals.



19. Develops action items, workplans, timelines, and criteria for projects.



20. Able to adjust project schedule as needed to accommodate unforeseen issues.



Level of Skill

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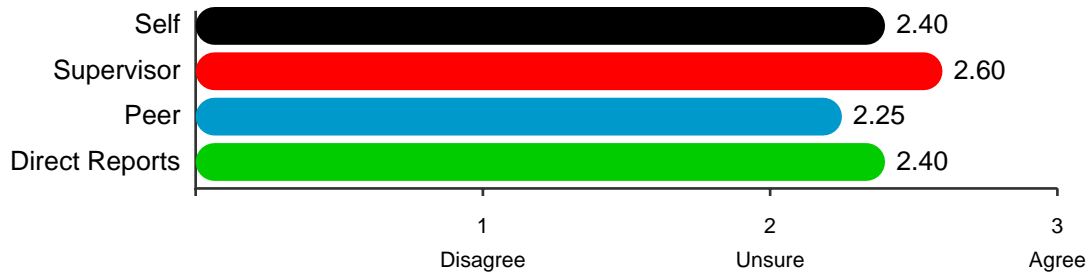
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Organizes work and sets priorities as needed.	15	2.33	46.7	13%	40%	47%
17. Works with customers and clients to assess their needs and define project parameters.	15	2.33	40.0	7%	53%	40%
18. Regularly reviews project performance and goals.	14	2.00	14.3	14%	71%	14%
19. Develops action items, workplans, timelines, and criteria for projects.	14	2.21	42.9	21%	36%	43%
20. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- _____ always makes decisions based on what is best for the department or organization.
- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.

Achievement

Summary Scores



21. Completes work to a high technical standard



22. Follows-up and takes action when goals are not met to ensure better results in the future.



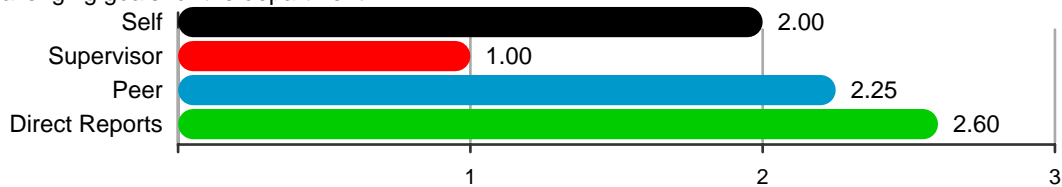
23. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.



24. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.



25. Sets challenging goals for the department.



Level of Skill

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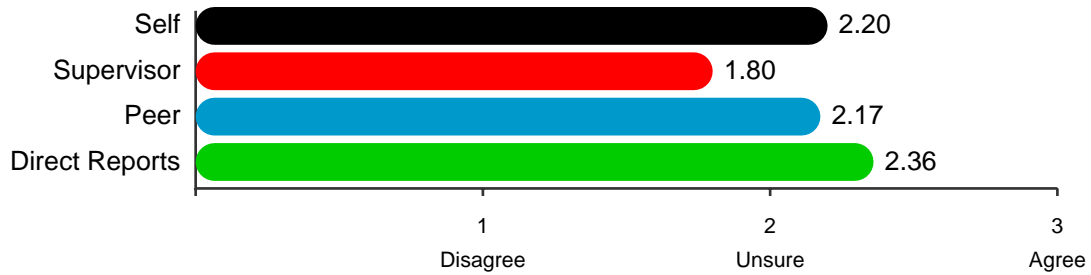
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Completes work to a high technical standard	15	2.60	66.7	7%	27%	67%
22. Follows-up and takes action when goals are not met to ensure better results in the future.	15	2.33	40.0	7%	53%	40%
23. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	2.07	20.0	13%	67%	20%
24. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	2.40	53.3	13%	33%	53%
25. Sets challenging goals for the department.	15	2.27	53.3	27%	20%	53%

Comments:

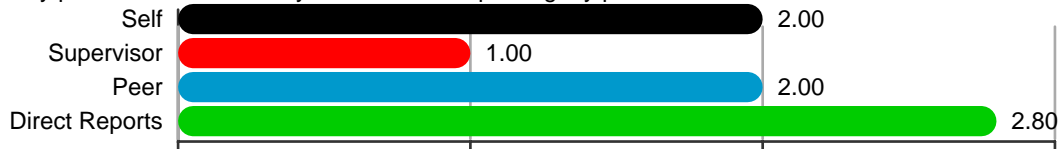
- He knows his material and obviously loves the continued learning that defines best practices.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.

Objectives

Summary Scores



26. Consistently provides me with timely feedback for improving my performance.



27. Organizes and schedules events, activities, and resources.



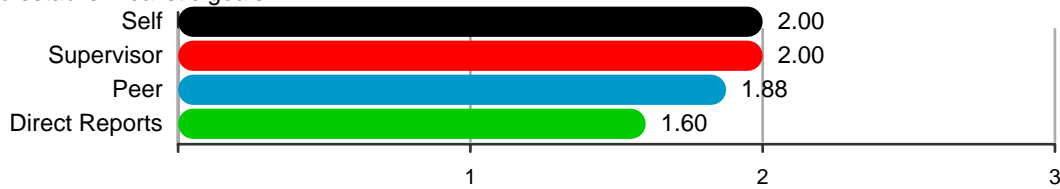
28. Effectively organizes resources and plans



29. Able to organize work.



30. Ability to establish realistic goals.



Level of Skill

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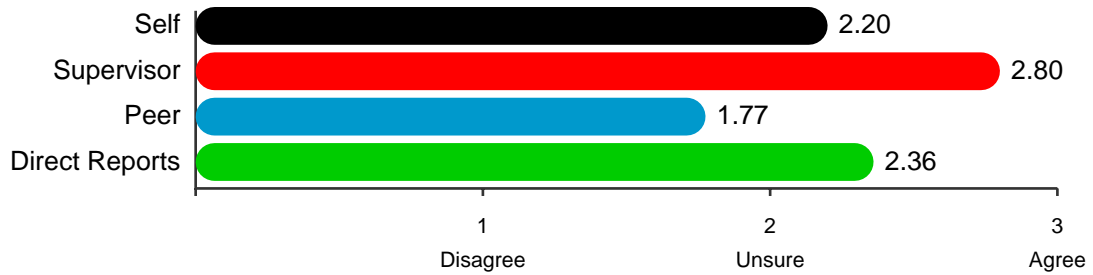
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Consistently provides me with timely feedback for improving my performance.	15	2.20	33.3	13%	53%	33%
27. Organizes and schedules events, activities, and resources.	15	2.00	26.7	27%	47%	27%
28. Effectively organizes resources and plans	15	2.47	53.3	7%	40%	53%
29. Able to organize work.	15	2.60	60.0		40%	60%
30. Ability to establish realistic goals.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- _____ is respected by the team and they openly seek out his advise or opinion.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

Client Focus

Summary Scores



31. Maintains strong relationships with clients.



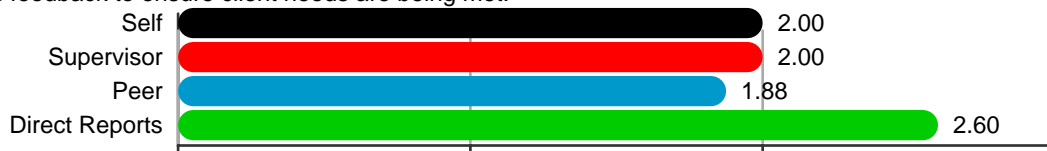
32. Satisfies client needs.



33. Looks for opportunities that have a positive impact on Clients.



34. Obtains feedback to ensure client needs are being met.



35. Forms strong client relationships



Level of Skill

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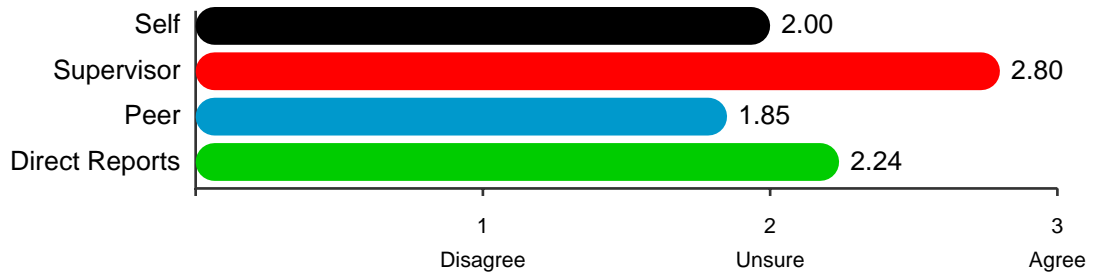
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Maintains strong relationships with clients.	15	2.13	33.3	20%	47%	33%
32. Satisfies client needs.	15	2.13	33.3	20%	47%	33%
33. Looks for opportunities that have a positive impact on Clients.	15	2.07	33.3	27%	40%	33%
34. Obtains feedback to ensure client needs are being met.	15	2.13	26.7	13%	60%	27%
35. Forms strong client relationships	15	1.87	20.0	33%	47%	20%

Comments:

- Completes variance analysis and identifies corrective actions.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.

Teamwork

Summary Scores



36. Creates a culture that fosters and values collaboration.



37. Provides assistance and support to other team members when needed



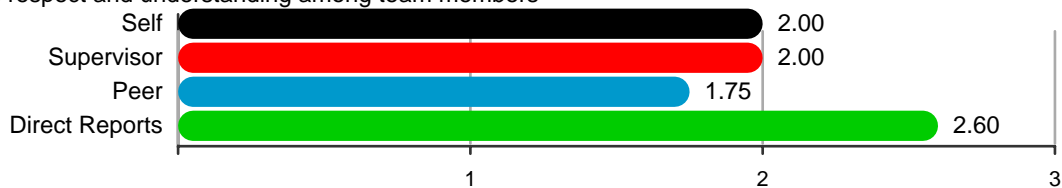
38. Act as an effective team player



39. Recognizes and respects the contributions and needs of each individual.



40. Fosters respect and understanding among team members



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).

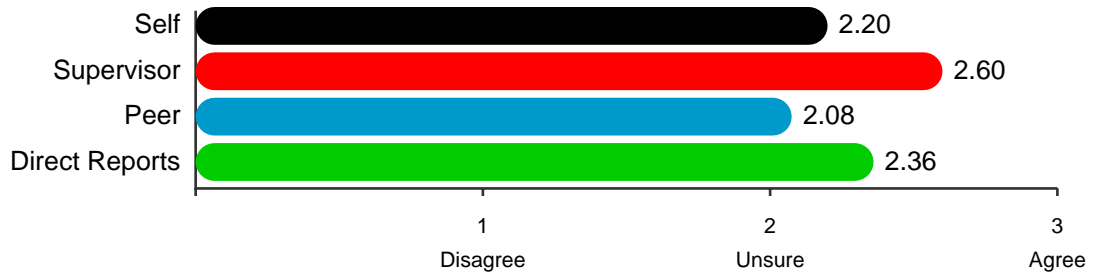
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Creates a culture that fosters and values collaboration.	15	1.87	20.0	33%	47%	20%
37. Provides assistance and support to other team members when needed	15	1.93	13.3	20%	67%	13%
38. Act as an effective team player	15	2.07	33.3	27%	40%	33%
39. Recognizes and respects the contributions and needs of each individual.	15	2.33	33.3		67%	33%
40. Fosters respect and understanding among team members	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- He can ask a question and truly listen to the answer before giving feedback.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.

Action

Summary Scores



41. Is not afraid to take corrective action when necessary.



42. Motivates & supports others to gain skills



43. Gets the job done.



44. Makes effective decisions, even when under pressure.



45. Effectively makes decisions



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Is not afraid to take corrective action when necessary.	15	2.00	26.7	27%	47%	27%
42. Motivates & supports others to gain skills	15	2.13	33.3	20%	47%	33%
43. Gets the job done.	15	2.20	40.0	20%	40%	40%
44. Makes effective decisions, even when under pressure.	15	2.20	26.7	7%	67%	27%
45. Effectively makes decisions	15	2.53	60.0	7%	33%	60%

Comments:

- I have enjoyed working with _____ and will miss his support and direction.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- _____ is a wonderful person to work for.
- Resources are managed carefully with input sought and considered before applying those resources.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- Completes variance analysis and identifies corrective actions.

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?

- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- I enjoy working with _____ very much.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.

What do you like best about working with this individual?

- He 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.
- _____ is very approachable and always willing to listen.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- He can ask a question and truly listen to the answer before giving feedback.

What do you like least about working with this individual?

- _____ is very clear about his expectations and I appreciate this.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- _____ treats all employees with respect and in a very professional manner.
- I value _____ for so much more than his negotiating skills which are outstanding.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.

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

- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- I would like to see his expand personal long-term goals at the company.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ is a wonderful person to work for.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- _____ does a great job of keeping the lines of communication and this is appreciated.

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

- _____ analyzes all situations before making a decision.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- He has always encouraged others and provided tools for the employee to do so.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

Any final comments?

- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- He includes appropriate people in his decisions and follows through on decisions made.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- Has good intentions, but follow through needs more work.
- He is detailed when presenting a plan.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.