



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.

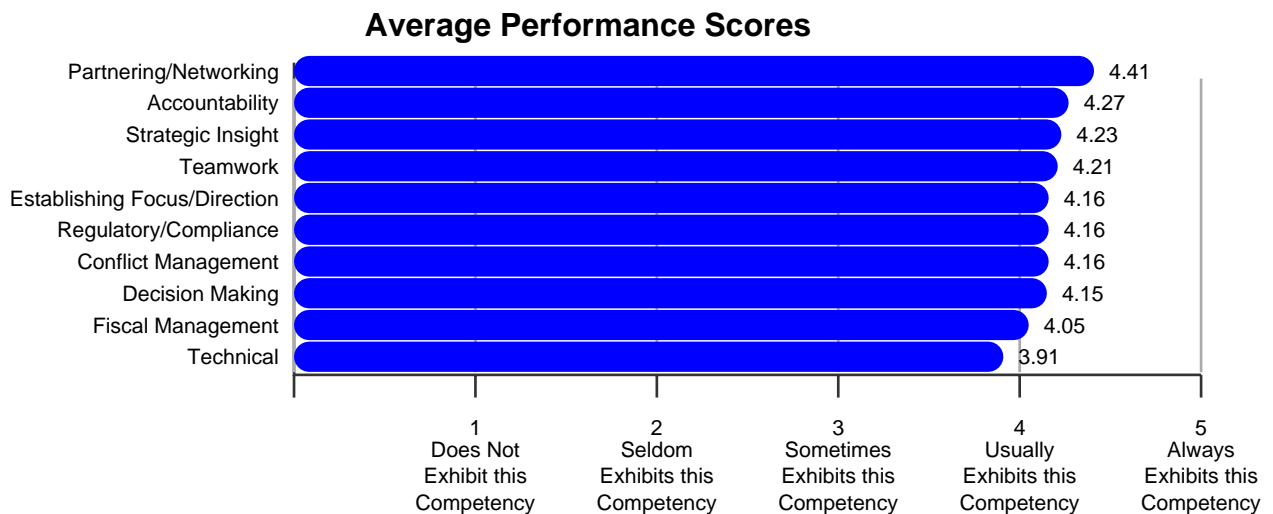
## What to Do with Your Feedback

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

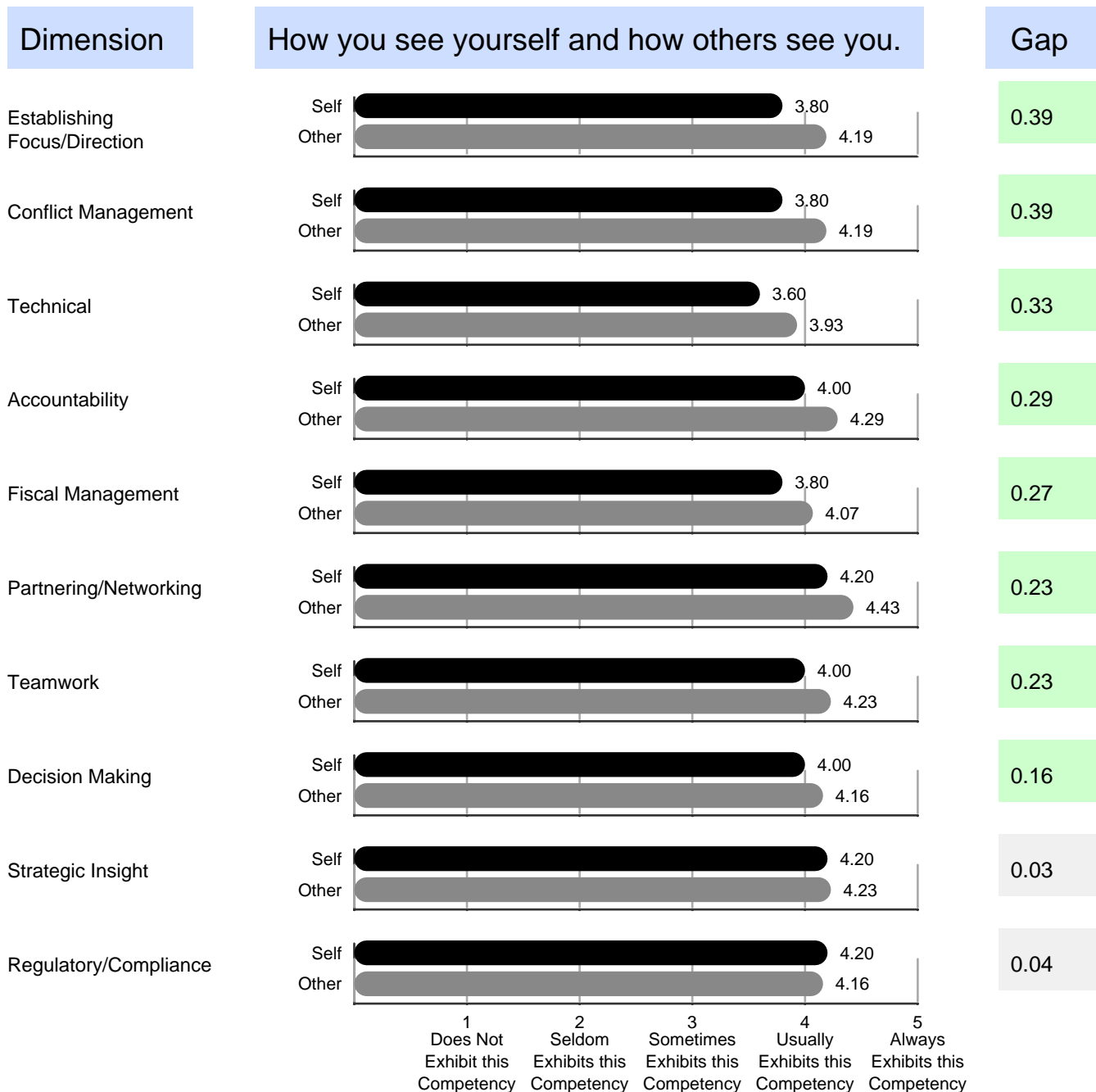
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



# Partnering/Networking

## Summary Scores



1. Seeks to reduce institutional roadblocks to information sharing.



2. Capitalizes on partnerships and networks to enhance the Company's bottom line.



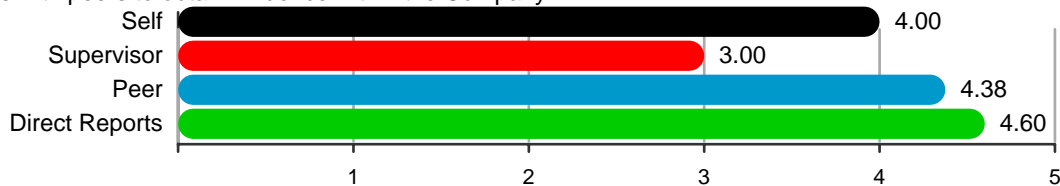
3. Develops a sense of trust in subordinates so they can freely interact and share information with others.



4. Supports and encourages relationships that are created by diverse team members.



5. Partners with peers to obtain influence within the Company.



## 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. Seeks to reduce institutional roadblocks to information sharing.	15	4.20	93.3	7%		67%		27%
2. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	4.87	100.0	13%		87%		
3. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	4.27	93.3	7%		60%		33%
4. Supports and encourages relationships that are created by diverse team members.	15	4.40	86.7	13%	33%		53%	
5. Partners with peers to obtain influence within the Company.	15	4.33	93.3	7%		53%		40%

### Comments:

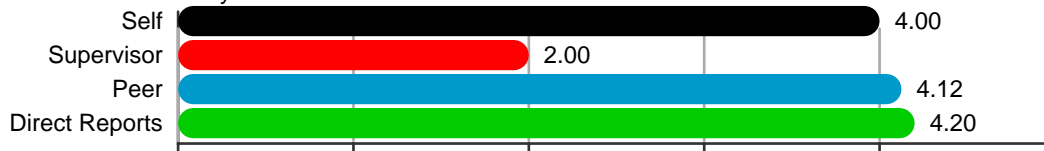
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- He is a real advocate for the customers. Excellent department and computer skills
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- Without a doubt, \_\_\_\_\_ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.

# Accountability

## Summary Scores



### 6. Acts like an owner when they make decisions.



### 7. Accepts accountability for their actions and results.



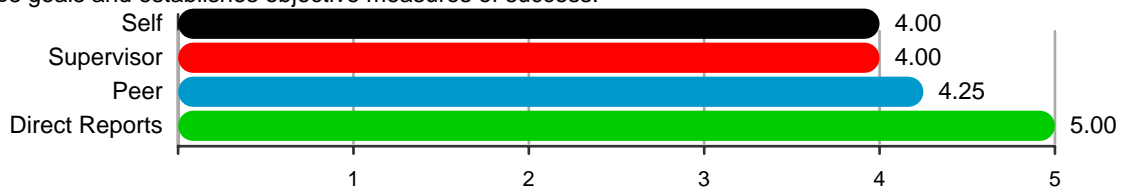
### 8. Defines roles, rights, and responsibilities of employees.



### 9. Takes responsibility for results.



### 10. Develops goals and establishes objective measures of success.



## 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).

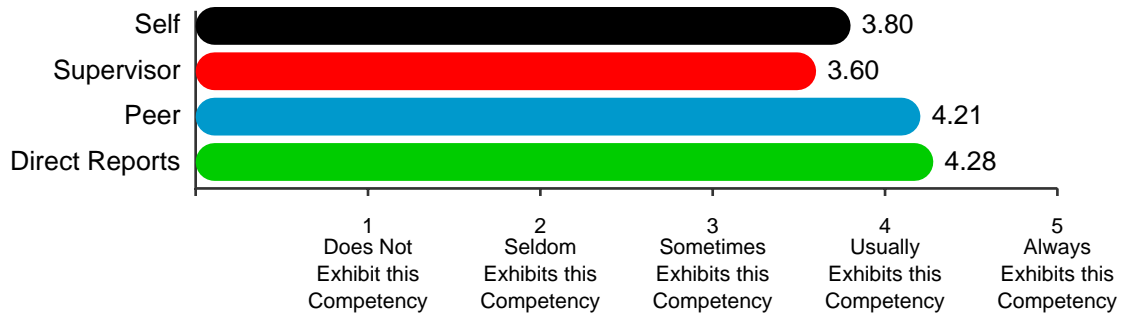
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Acts like an owner when they make decisions.	15	4.00	80.0	7%	13%	53%	27%	
7. Accepts accountability for their actions and results.	15	4.07	80.0		20%	53%	27%	
8. Defines roles, rights, and responsibilities of employees.	15	4.33	93.3	7%	47%		47%	
9. Takes responsibility for results.	15	4.47	93.3	7%	40%		53%	
10. Develops goals and establishes objective measures of success.	15	4.47	93.3	7%	40%		53%	

### Comments:

- \_\_\_\_\_ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- He has been both a great co-worker and mentor to me.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- \_\_\_\_\_ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- \_\_\_\_\_ handles every situation in a professional manner and he responds promptly to requests.

# Establishing Focus/Direction

## Summary Scores



### 11. Maintains self-control when personally criticized.



### 12. Excellent at managing time.



### 13. Maintains focus when handling several problems or tasks simultaneously.



### 14. Aligns the department's goals with the goals of the organization.



### 15. Helps guide employees with prioritizing tasks.





## Level of Skill

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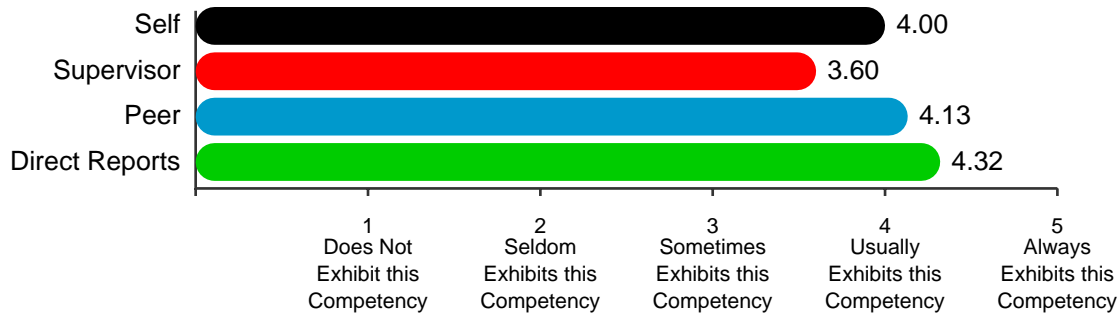
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Maintains self-control when personally criticized.	15	4.60	100.0			40%	60%	
12. Excellent at managing time.	15	4.27	100.0			73%	27%	
13. Maintains focus when handling several problems or tasks simultaneously.	15	4.33	100.0			67%	33%	
14. Aligns the department's goals with the goals of the organization.	15	3.93	73.3	27%		53%	20%	
15. Helps guide employees with prioritizing tasks.	14	3.64	57.1	14%	29%	36%	21%	

### Comments:

- Don't know where we would be without him.
- I so appreciate that \_\_\_\_\_ is so on top of everything that we do in payroll.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- \_\_\_\_\_ is a great manager, committed to each employee in our department.
- \_\_\_\_\_'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.

# Decision Making

## Summary Scores



16. Seeks input from key people who should be involved in, or will be affected by, decisions



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



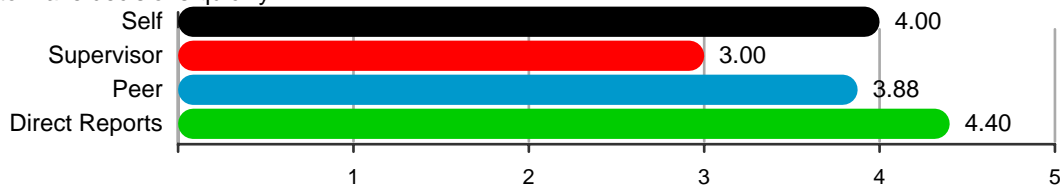
18. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



19. Asks for additional information when making critical decisions.



20. Is able to make decisions quickly.



## Level of Skill

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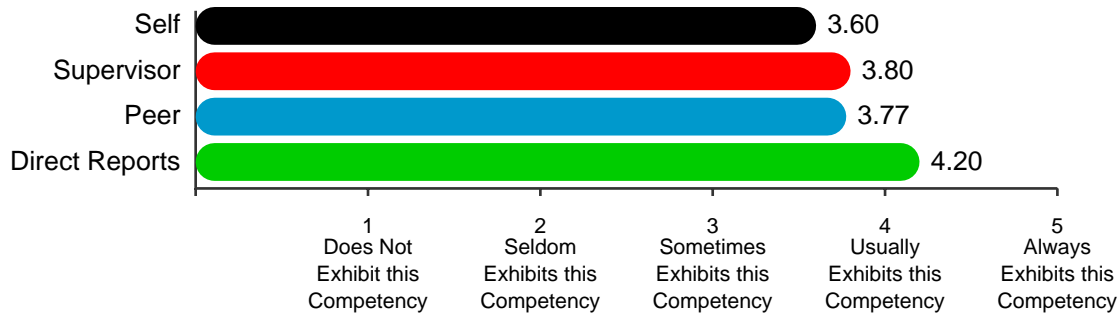
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Seeks input from key people who should be involved in, or will be affected by, decisions	15	4.33	86.7	13%	40%	47%		
17. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	4.27	93.3	7%	60%	33%		
18. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	14	4.00	92.9	7%	86%	7%		
19. Asks for additional information when making critical decisions.	14	4.14	85.7	7%	7%	50%	36%	
20. Is able to make decisions quickly.	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- Provide more clarity. Increase your technical knowledge.
- He inspires us to remember that as leaders, anything's possible.
- He communicates clearly and responds to request without unnecessary delay.
- \_\_\_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Manager routinely demonstrates all of the above characteristics, as marked

# Technical

## Summary Scores



21. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



22. Willingly shares his/her technical expertise; sought out as resource by others



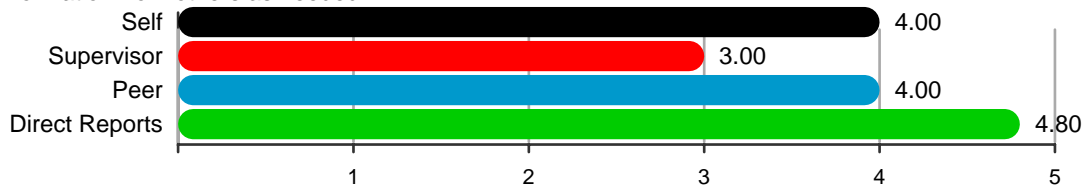
23. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



24. Willingly shares information and expertise; sought out as resource by others



25. Seeks information from others as needed.



### Level of Skill

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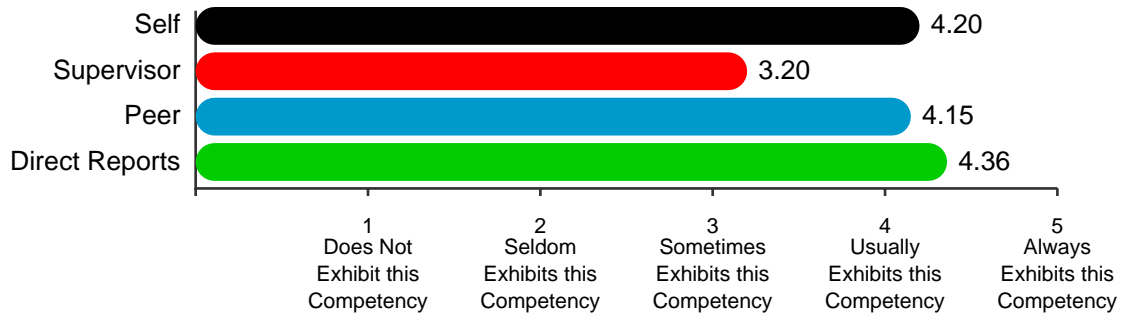
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.00	66.7	13%	20%	20%	47%	
22. Willingly shares his/her technical expertise; sought out as resource by others	15	3.47	53.3	13%	33%	47%	7%	
23. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.60	66.7	13%	20%	60%	7%	
24. Willingly shares information and expertise; sought out as resource by others	15	4.27	86.7	7%	7%	40%	47%	
25. Seeks information from others as needed.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

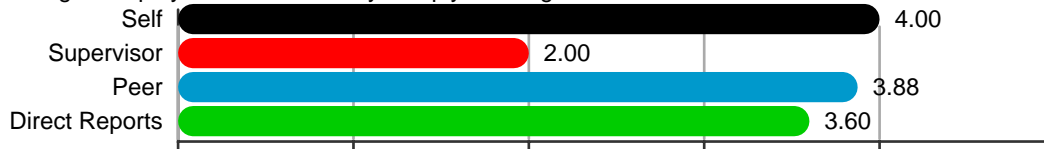
- \_\_\_\_\_ has an impressive vision for the company.
- \_\_\_\_\_ is a rock amongst the management at [CompanyName].
- \_\_\_\_\_ has done a wonderful job in supporting his team and making himself available.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- \_\_\_\_\_ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- \_\_\_\_\_ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.

# Regulatory/Compliance

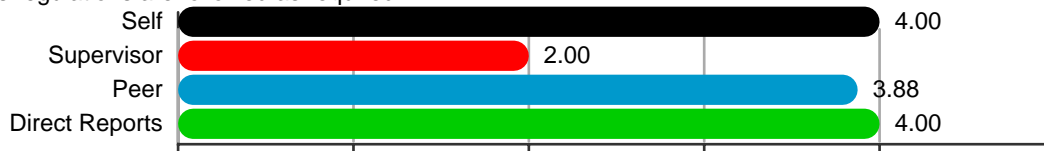
## Summary Scores



26. Offers training to employees to ensure they comply with regulations.



27. Ensures regulations are followed as required.



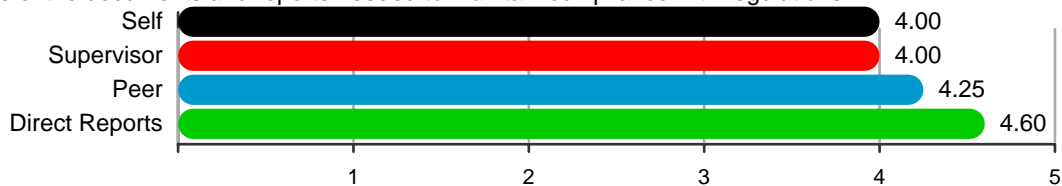
28. Offers training to employees to ensure they are complying with regulations.



29. Creates and maintains necessary regulatory documentation.



30. Is aware of the documents and reports needed to maintain compliance with regulations.



### Level of Skill

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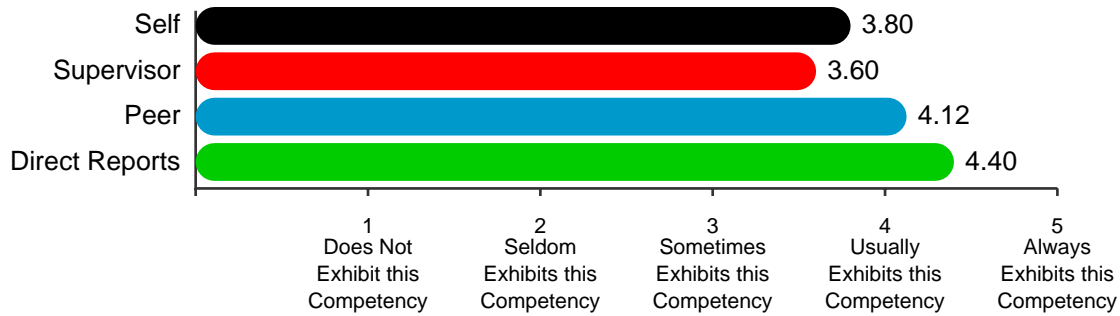
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Offers training to employees to ensure they comply with regulations.	15	3.67	66.7	20%	13%	47%	20%	
27. Ensures regulations are followed as required.	15	3.80	73.3	20%	7%	47%	27%	
28. Offers training to employees to ensure they are complying with regulations.	15	4.33	86.7	13%	40%	47%		
29. Creates and maintains necessary regulatory documentation.	15	4.67	100.0		33%	67%		
30. Is aware of the documents and reports needed to maintain compliance with regulations.	15	4.33	100.0		67%		33%	

Comments:

- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- \_\_\_\_\_ always presents himself in the most professional manner.
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- He leads by example, not reputation.
- Personality. Great Mentor and Leader. Talented.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

# Conflict Management

## Summary Scores



31. Helps employees to think through alternative ways to resolve conflict situations.



32. Clearly expresses expectations to others.



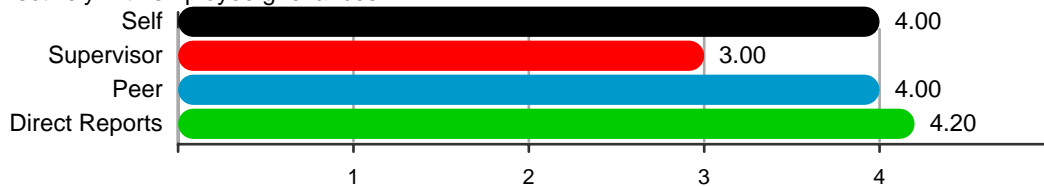
33. Assists team members by helping them see the other point of view.



34. Tries to understand others' point of view before making judgments



35. Deals effectively with employee grievances.





## Level of Skill

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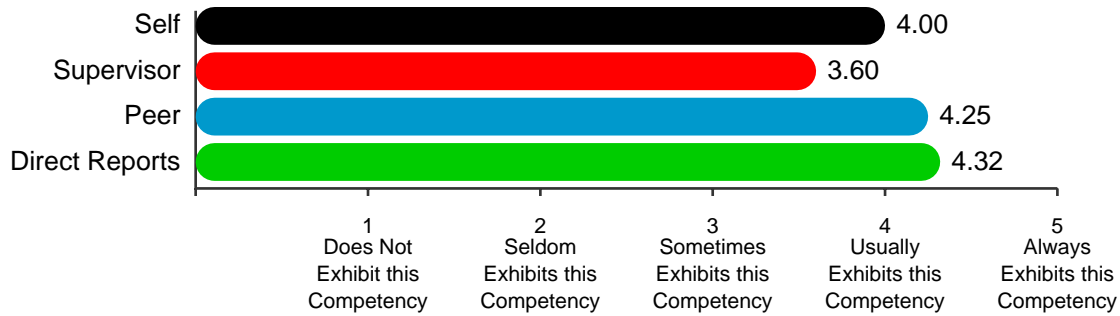
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Helps employees to think through alternative ways to resolve conflict situations.	15	4.07	80.0	20%		53%		27%
32. Clearly expresses expectations to others.	15	4.47	100.0		53%		47%	
33. Assists team members by helping them see the other point of view.	15	4.13	80.0	20%		47%		33%
34. Tries to understand others' point of view before making judgments	15	4.13	86.7	13%		60%		27%
35. Deals effectively with employee grievances.	15	4.00	80.0	20%		60%		20%

### Comments:

- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- \_\_\_\_\_ is a "One of a kind" He is a great manager.
- \_\_\_\_\_ is a pleasure to work with.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- The progress with customer satisfaction within the division exemplifies \_\_\_\_\_'s leadership style. The Department has come a long way with \_\_\_\_\_ as manager and I admire the way \_\_\_\_\_ and \_\_\_\_\_ work together. \_\_\_\_\_ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.

# Teamwork

## Summary Scores



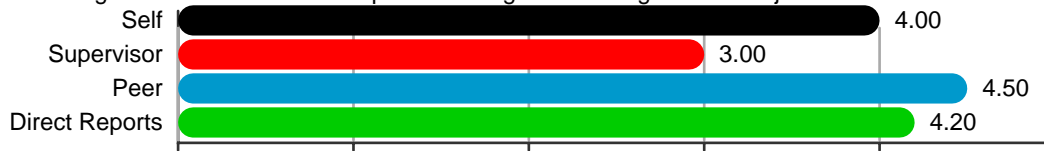
### 36. Contributes to and supports team decision-making process



### 37. Coaches team members to work toward a common goal.



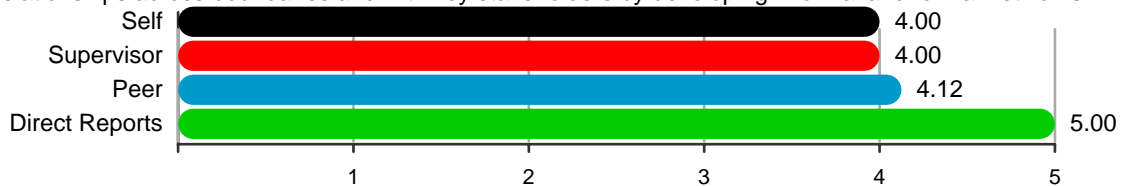
### 38. Applies knowledge of team behavior to help achieve organizational goals and objectives.



### 39. Encourages others to share ideas to develop team cohesion



### 40. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.



## Level of Skill

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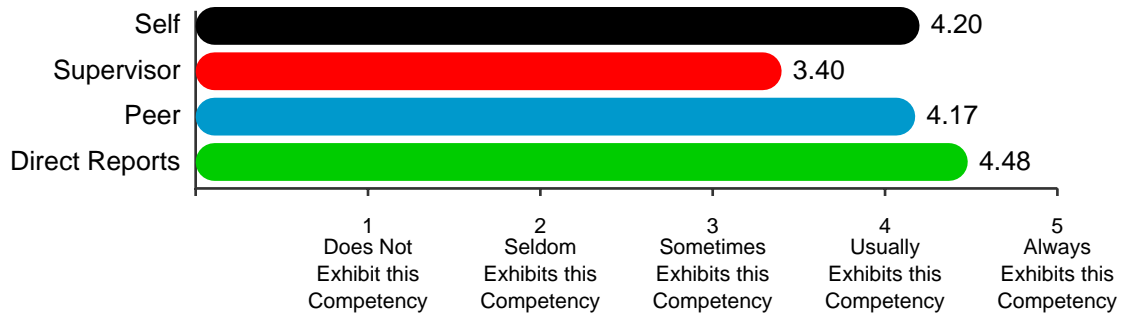
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Contributes to and supports team decision-making process	15	4.33	100.0			67%	33%	
37. Coaches team members to work toward a common goal.	15	3.93	80.0	13%	7%	53%	27%	
38. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	4.27	86.7		13%	47%	40%	
39. Encourages others to share ideas to develop team cohesion	15	4.13	86.7		13%	60%	27%	
40. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	4.40	93.3		7%	47%	47%	

### Comments:

- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- He gives you confidence knowing he always has your back.
- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- I have found \_\_\_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- \_\_\_\_\_ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- \_\_\_\_\_ is very professional in dealing with his peers and the staff.

# Strategic Insight

## Summary Scores



### 41. Implements long-term solutions to problems.



### 42. Analyzes unique issues or problems impacting the Company.



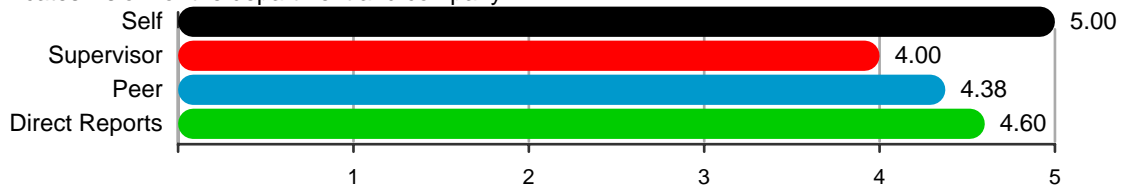
### 43. Formulates strategies and action plans to ensure successful completion of goals and objectives.



### 44. Identifies root causes of problems.



### 45. Communicates vision for the department and company.



## Level of Skill

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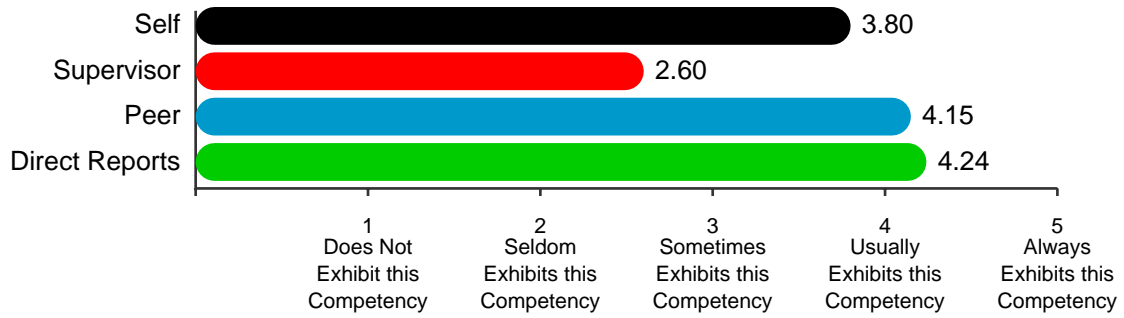
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Implements long-term solutions to problems.	15	4.33	93.3	7%		53%		40%
42. Analyzes unique issues or problems impacting the Company.	15	4.20	80.0	20%		40%		40%
43. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	4.13	86.7	13%		60%		27%
44. Identifies root causes of problems.	15	4.00	86.7	13%		73%		13%
45. Communicates vision for the department and company.	15	4.47	93.3	7%		40%		53%

### Comments:

- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss
- \_\_\_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- \_\_\_\_\_ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.

# Fiscal Management

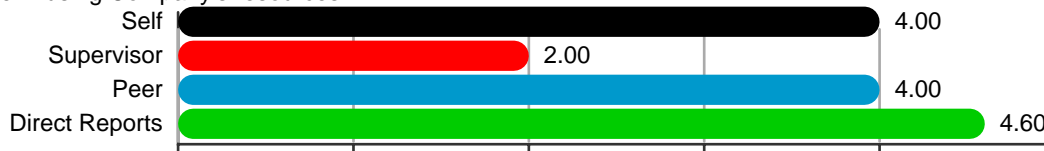
## Summary Scores



46. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



47. Effective in using Company's resources.



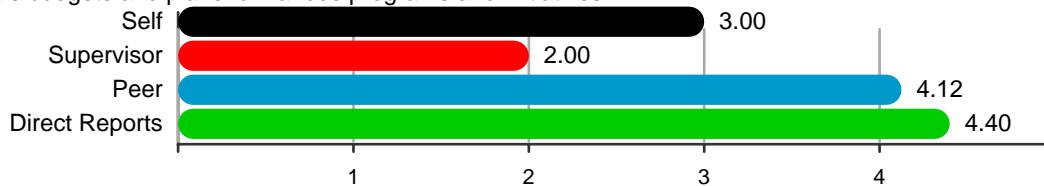
48. Monitors spending.



49. Keeps excellent records for financial transparency.



50. Develops budgets and plans for various programs and initiatives.



## 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).

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46. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.87	80.0	7%	13%	67%	13%	
47. Effective in using Company's resources.	15	4.07	86.7	13%	53%	33%		
48. Monitors spending.	15	4.13	86.7		13%	60%	27%	
49. Keeps excellent records for financial transparency.	15	4.20	86.7	7%	7%	47%	40%	
50. Develops budgets and plans for various programs and initiatives.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- Needs to have more face-to-face communications with other employees in the company.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- He involves our team and holds us accountable out of respect.

## 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?

- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- \_\_\_\_\_'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- \_\_\_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.

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

- \_\_\_\_\_ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- Does well in most technical skills and is willing to learn anything that is new
- He is trustworthy, dependable, positive attitude, and team focused.
- Need to continue to take action when needed, although have improved. . .
- \_\_\_\_\_ consistently asks how the day is going, if he can help us at all.

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

- I look forward to working with his in his new role.
- It has been a pleasure working with \_\_\_\_\_. His interactions with customers have improved over the last year.
- Does excellent job, always.
- \_\_\_\_\_'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.

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

- Has good intentions, but follow through needs more work.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- \_\_\_\_\_ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- \_\_\_\_\_ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- \_\_\_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- I know that \_\_\_\_\_ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?



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

- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- \_\_\_\_\_ knows his work and knows the facility very well. \_\_\_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.
- He communicates clearly and responds to request without unnecessary delay.
- He is very supportive of cross training and learning new skills.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- \_\_\_\_\_ 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.

### Any final comments?

- \_\_\_\_\_ offers support to his managers in a style that is engaging, consistent, and motivating.
- He is a great mentor and coach. I look forward to working with \_\_\_\_\_ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- \_\_\_\_\_ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- \_\_\_\_\_ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.
- \_\_\_\_\_ Communicated well with his staff, as we define our new roles \_\_\_\_\_ is always there to give us direction.
- \_\_\_\_\_ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.