



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.

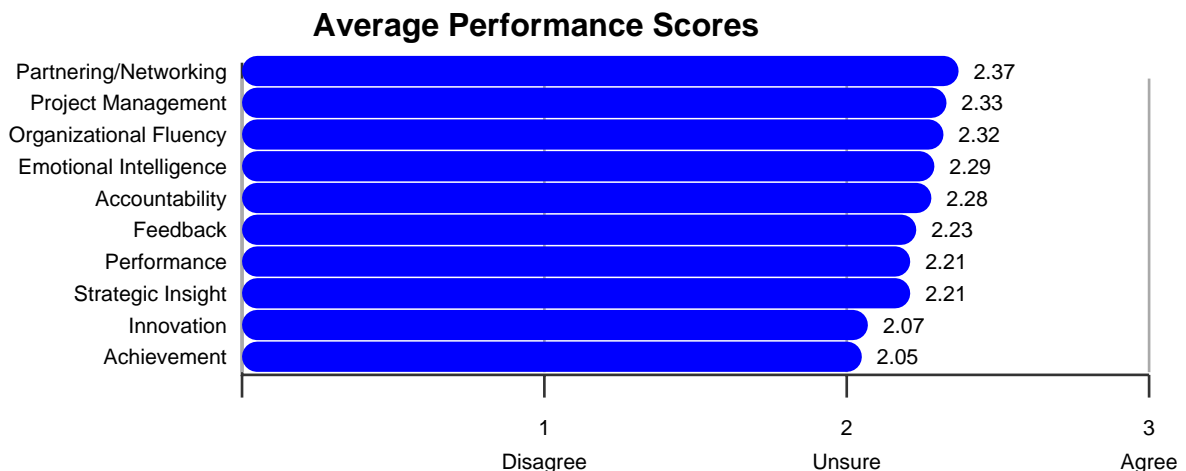
What to Do with Your Feedback

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

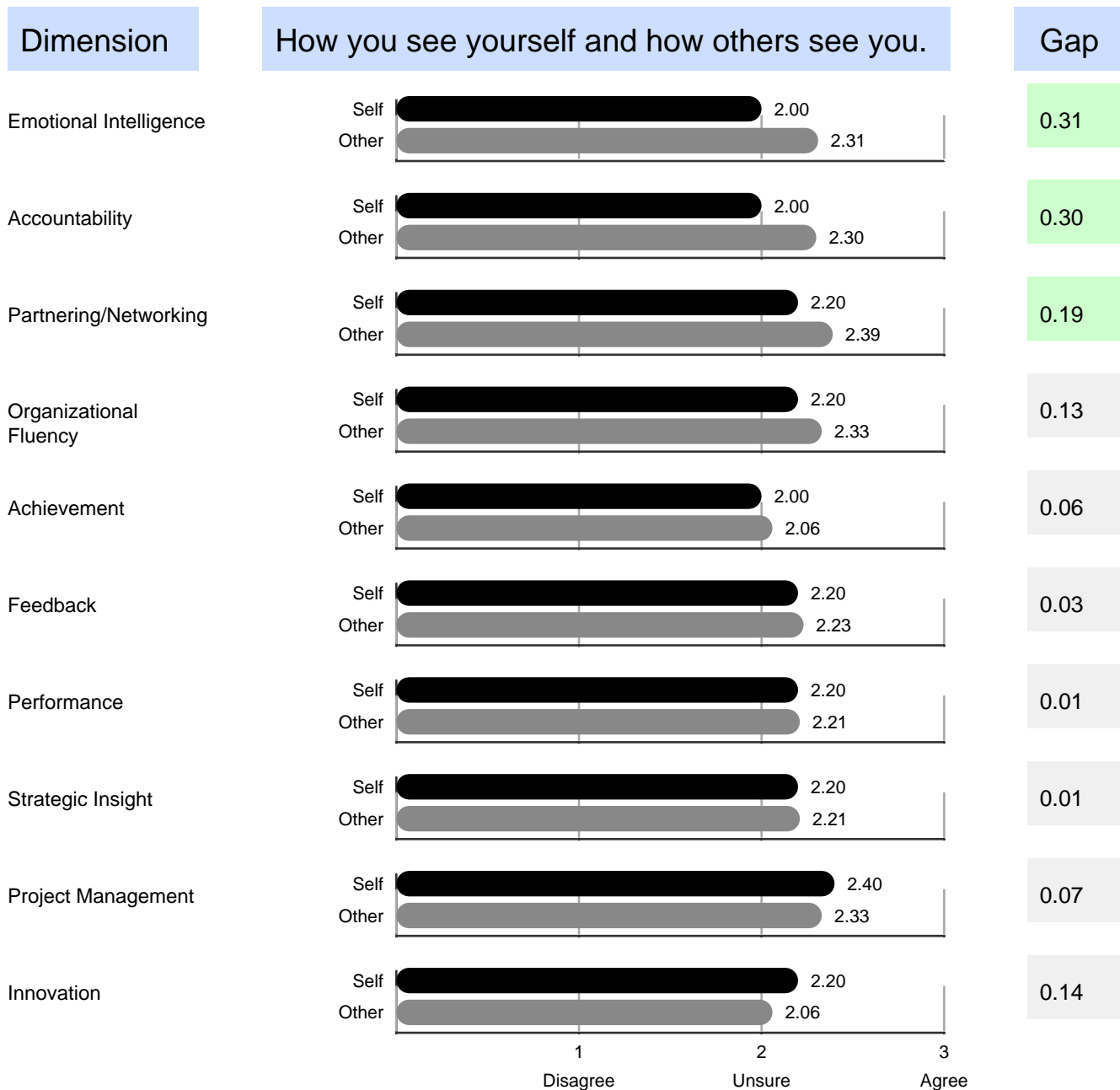
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



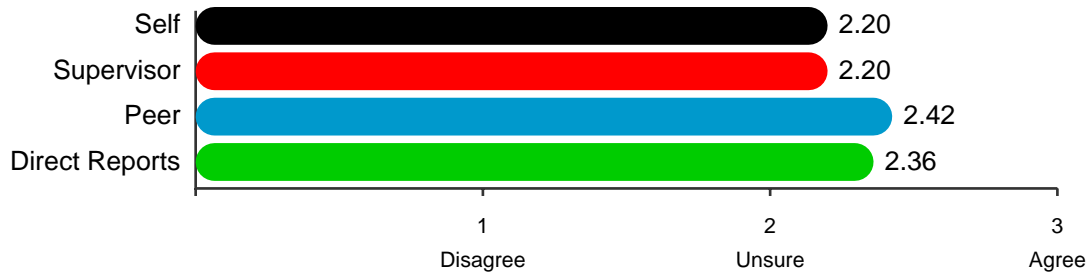
Gap Analysis

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

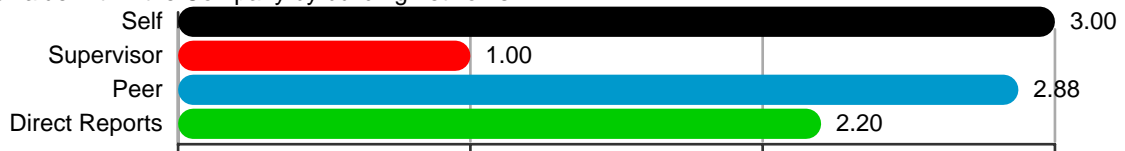
Summary Scores



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



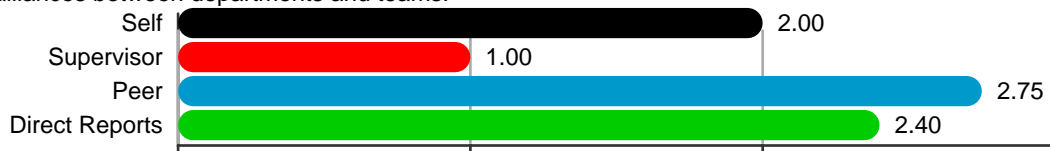
2. Creates value within the Company by building networks.



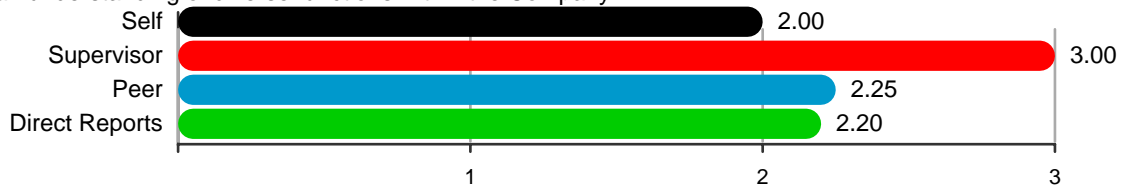
3. Promotes the understanding of how the department affects the organization overall.



4. Builds alliances between departments and teams.



5. Seeks an understanding of diverse functions 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 (Disagree) to green (Agree).

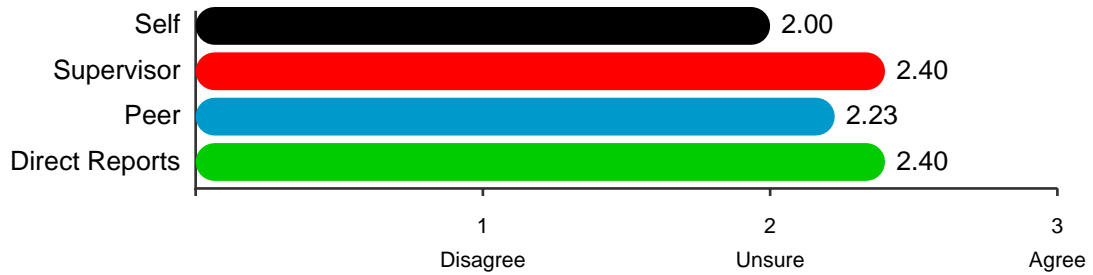
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	2.27	33.3	7%	60%	33%
2. Creates value within the Company by building networks.	15	2.53	73.3	20%	7%	73%
3. Promotes the understanding of how the department affects the organization overall.	15	2.33	40.0	7%	53%	40%
4. Builds alliances between departments and teams.	15	2.47	53.3	7%	40%	53%
5. Seeks an understanding of diverse functions within the Company.	15	2.27	40.0	13%	47%	40%

Comments:

- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- I love working with her and hope to continue having her as my supervisor!
- She is a strength that supports department morale and work flow.
- She is a natural and perfect fit for the CFO position.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.

Accountability

Summary Scores



6. Is someone you can trust.



7. Defines roles, rights, and responsibilities of the team.



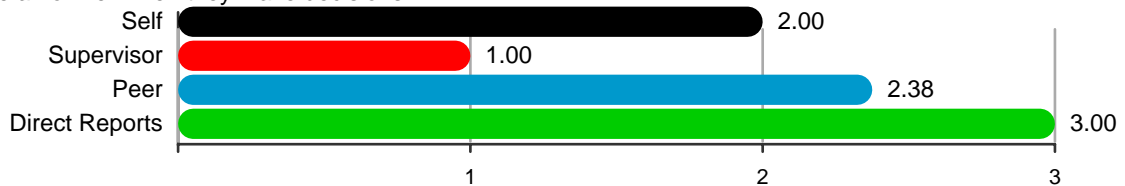
8. Defines roles, rights, and responsibilities of employees.



9. Can be counted on to do what they say they are going to do.



10. Acts like an owner when they make 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).

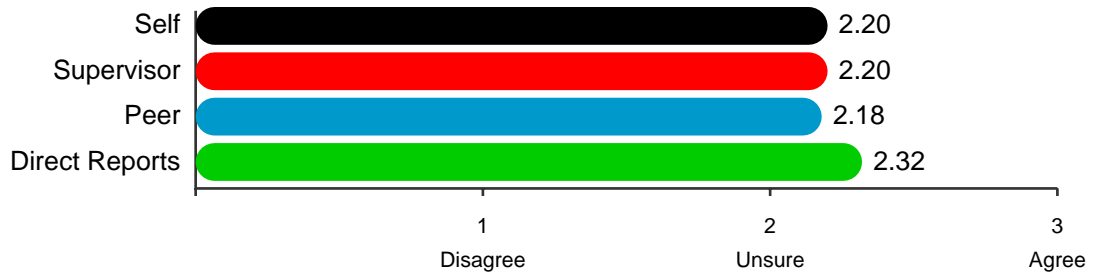
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Is someone you can trust.	15	2.13	33.3	20%	47%	33%
7. Defines roles, rights, and responsibilities of the team.	15	2.07	26.7	20%	53%	27%
8. Defines roles, rights, and responsibilities of employees.	15	2.33	40.0	7%	53%	40%
9. Can be counted on to do what they say they are going to do.	15	2.40	53.3	13%	33%	53%
10. Acts like an owner when they make decisions.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- She truly is the best Manager I have ever had.
- ___ works very well with other departments.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.

Feedback

Summary Scores



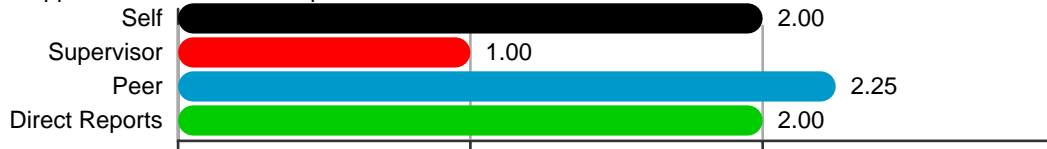
11. Actively seeks feedback from others.



12. Shares past experiences with others as learning opportunities.



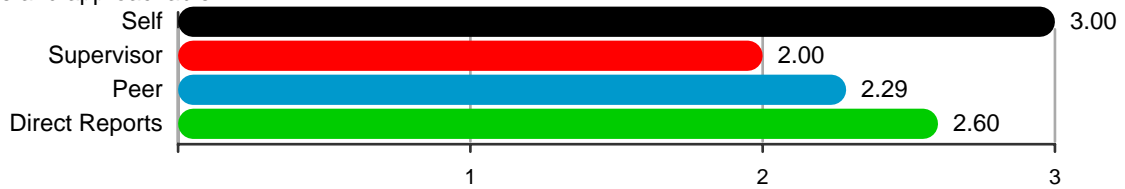
13. Is easy to approach with ideas and opinions.



14. Open to the suggestions of others.



15. Is visible and approachable.



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).

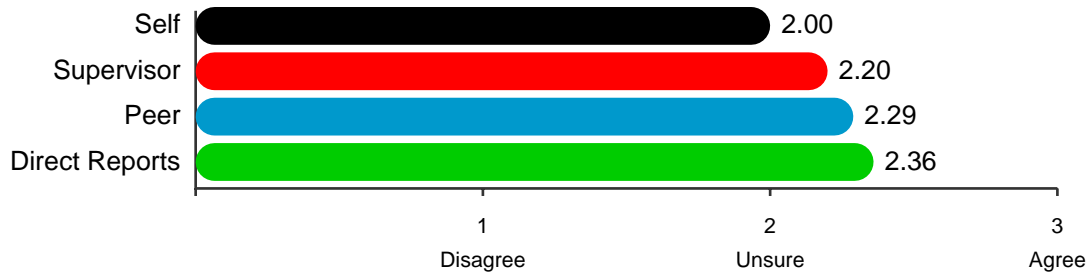
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Actively seeks feedback from others.	15	2.33	40.0	7%	53%	40%
12. Shares past experiences with others as learning opportunities.	15	2.07	20.0	13%	67%	20%
13. Is easy to approach with ideas and opinions.	15	2.07	26.7	20%	53%	27%
14. Open to the suggestions of others.	15	2.27	40.0	13%	47%	40%
15. Is visible and approachable.	14	2.43	50.0	7%	43%	50%

Comments:

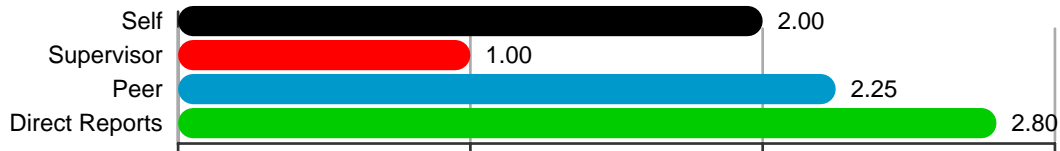
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- I feel ___ always has the customer's best interest at heart.

Emotional Intelligence

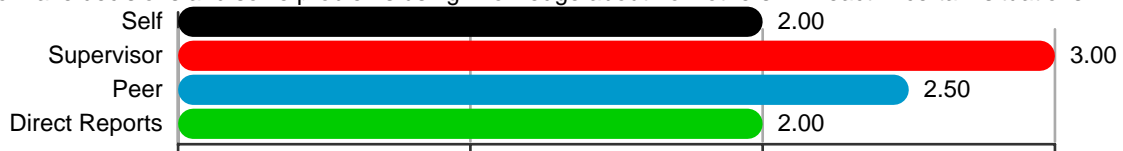
Summary Scores



16. Is able to control their own emotions.



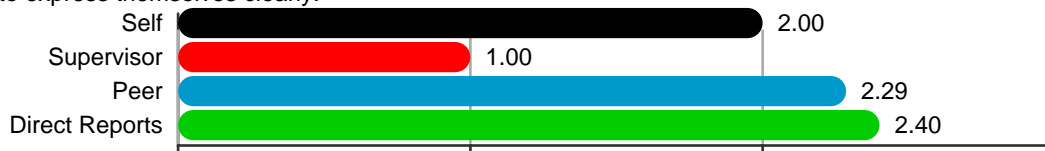
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



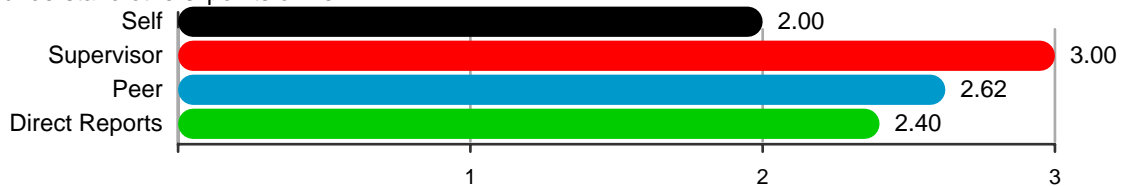
18. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



19. Is able to express themselves clearly.



20. Able to understand others' points of view.



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).

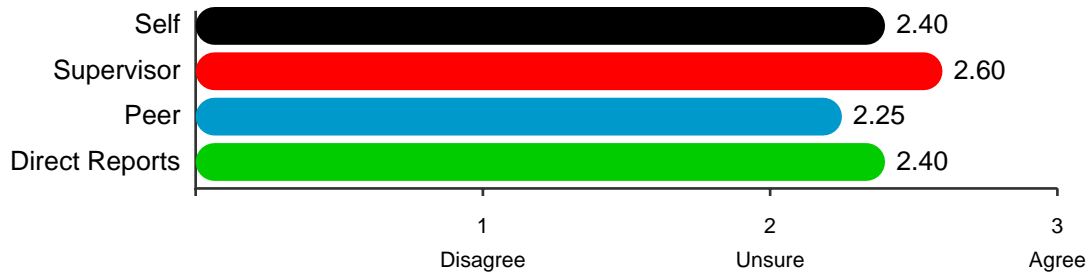
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Is able to control their own emotions.	15	2.33	46.7	13%	40%	47%
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	40.0	7%	53%	40%
18. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	14	2.00	14.3	14%	71%	14%
19. Is able to express themselves clearly.	14	2.21	42.9	21%	36%	43%
20. Able to understand others' points of view.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ 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 definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Collaboration and dissemination of information and projects is something ___ does well.
- ___ treats all employees with respect and in a very professional manner.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.

Project Management

Summary Scores



21. Regularly reviews project performance and goals.



22. Responds quickly and appropriately to unforeseen problems.



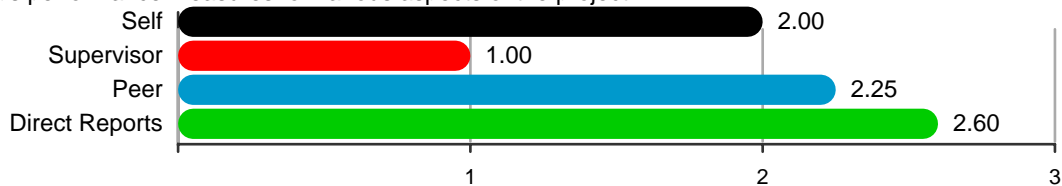
23. Develops action items, workplans, timelines, and criteria for projects.



24. Maintains costs and expenses within budget limits.



25. Develops performance measures for various aspects of the project.



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).

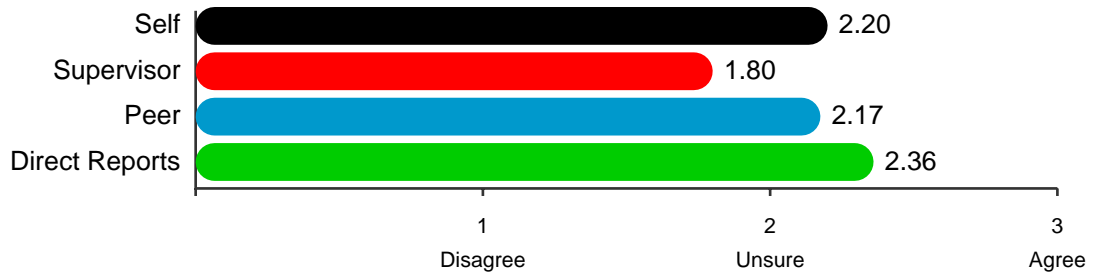
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Regularly reviews project performance and goals.	15	2.60	66.7	7%	27%	67%
22. Responds quickly and appropriately to unforeseen problems.	15	2.33	40.0	7%	53%	40%
23. Develops action items, workplans, timelines, and criteria for projects.	15	2.07	20.0	13%	67%	20%
24. Maintains costs and expenses within budget limits.	15	2.40	53.3	13%	33%	53%
25. Develops performance measures for various aspects of the project.	15	2.27	53.3	27%	20%	53%

Comments:

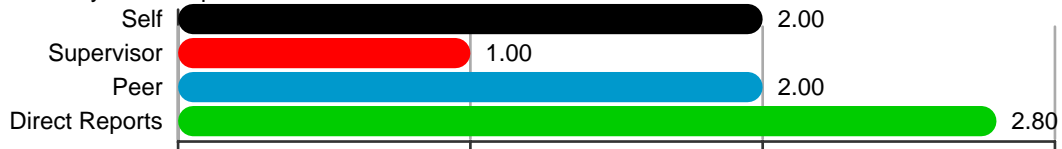
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- She provides essential data in order to help explain decisions.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

Performance

Summary Scores



26. Works effectively in the department.



27. ...Produce Quality



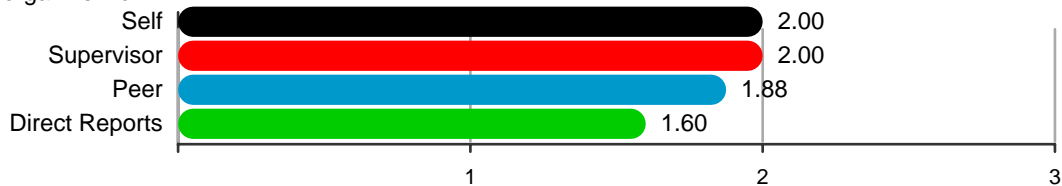
28. Listens and responds to issues and problems



29. Effective in performing his/her job.



30. Able to organize work.



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).

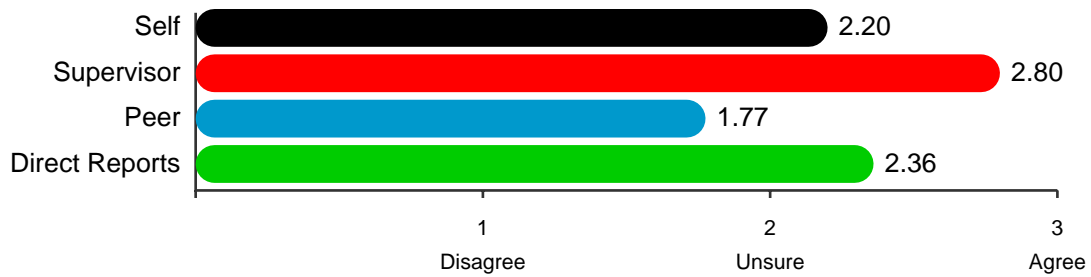
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Works effectively in the department.	15	2.20	33.3	13%	53%	33%
27. ...Produce Quality	15	2.00	26.7	27%	47%	27%
28. Listens and responds to issues and problems	15	2.47	53.3	7%	40%	53%
29. Effective in performing his/her job.	15	2.60	60.0		40%	60%
30. Able to organize work.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- ___ 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.
- Our desire to improve loss rates has been encouraged and supported by ___.
- ___ is a great leader and supports her staff.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.

Innovation

Summary Scores



31. Suggests new ideas at meetings.



32. Finds creative ways to get things done with limited resources.



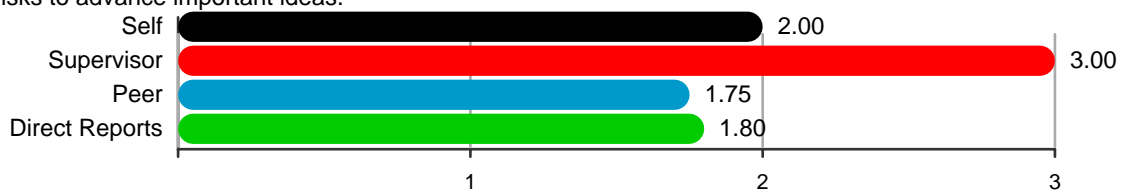
33. Creates a safe environment for idea-sharing.



34. Analyzes current procedures and identifies opportunities for improvement.



35. Takes risks to advance important ideas.



Level of Skill

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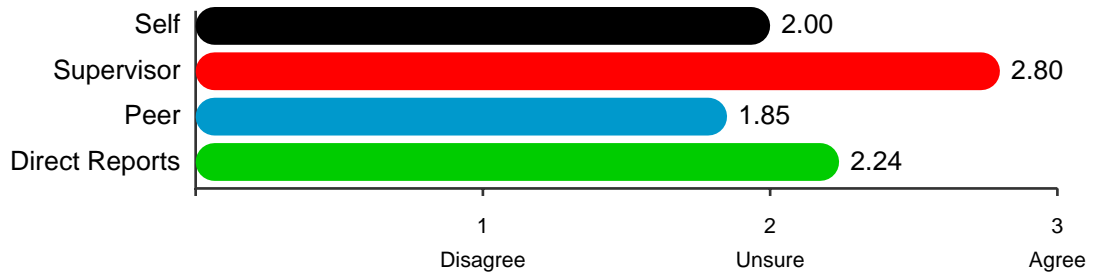
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Suggests new ideas at meetings.	15	2.13	33.3	20%	47%	33%
32. Finds creative ways to get things done with limited resources.	15	2.13	33.3	20%	47%	33%
33. Creates a safe environment for idea-sharing.	15	2.07	33.3	27%	40%	33%
34. Analyzes current procedures and identifies opportunities for improvement.	15	2.13	26.7	13%	60%	27%
35. Takes risks to advance important ideas.	15	1.87	20.0	33%	47%	20%

Comments:

- Constantly working on improving the customer experience.
- She is becoming more comfortable to deliver critical feedback.
- Each member feels they are a part of the team and knows their contribution is valued.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.

Achievement

Summary Scores



36. Demonstrates improvement in performance.



37. Takes calculated risks.



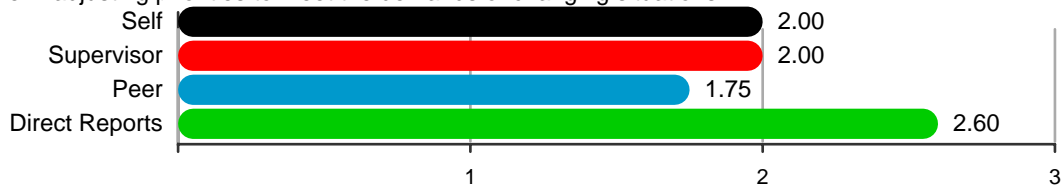
38. Is results oriented.



39. Accepts setbacks and challenges as improvement opportunities



40. Is flexible in adjusting priorities to meet the demands of changing situations.



Level of Skill

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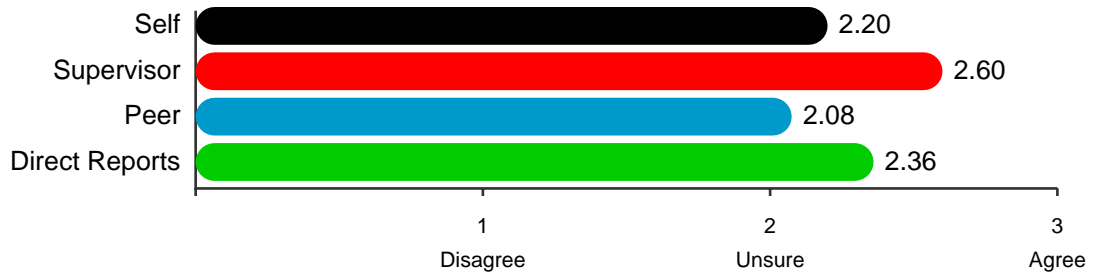
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Demonstrates improvement in performance.	15	1.87	20.0	33%	47%	20%
37. Takes calculated risks.	15	1.93	13.3	20%	67%	13%
38. Is results oriented.	15	2.07	33.3	27%	40%	33%
39. Accepts setbacks and challenges as improvement opportunities	15	2.33	33.3		67%	33%
40. Is flexible in adjusting priorities to meet the demands of changing situations.	15	2.07	33.3	27%	40%	33%

Comments:

- I appreciate her dedication to the department employees.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- Timely follow through.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.

Strategic Insight

Summary Scores



41. Analyzes records and reports to obtain insight into potential issues and trends.



42. Identifies potential problems before they become critical incidents.



43. Anticipates business cycles and trends and makes adjustments in a timely manner.



44. Maintains knowledge of current trends in the industry.



45. Communicates vision for the department and 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 (Disagree) to green (Agree).

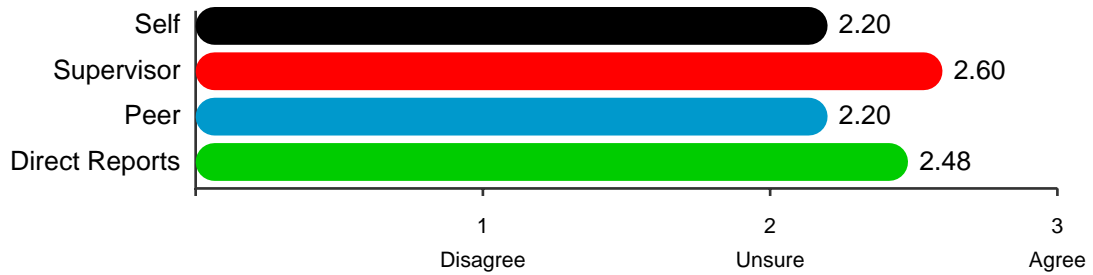
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.00	26.7	27%	47%	27%
42. Identifies potential problems before they become critical incidents.	15	2.13	33.3	20%	47%	33%
43. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	2.20	40.0	20%	40%	40%
44. Maintains knowledge of current trends in the industry.	15	2.20	26.7	7%	67%	27%
45. Communicates vision for the department and company.	15	2.53	60.0	7%	33%	60%

Comments:

- Is viewed by many as a strong organizational resource.
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- ___ is able to problem solve very well.
- ___ is an extremely effective leader.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- I have enjoyed working with ___ and will miss her support and direction.

Organizational Fluency

Summary Scores



46. Effective in communicating with others within the organization.



47. Understands the current organizational culture.



48. Anticipates problems that may affect the department.



49. Understands departmental policies and procedures.



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



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
46. Effective in communicating with others within the organization.	15	2.27	26.7		73%	27%
47. Understands the current organizational culture.	15	2.13	26.7	13%	60%	27%
48. Anticipates problems that may affect the department.	15	2.40	40.0		60%	40%
49. Understands departmental policies and procedures.	15	2.47	46.7		53%	47%
50. Adept at navigating within the culture of the department.	15	2.33	46.7	13%	40%	47%

Comments:

- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.
- 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.
- 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.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.

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?

- Is sincerely a role model for everything one would look for in a role model as a team member.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- She inspires us to remember that as leaders, anything's possible.
- Could be more self-aware of impact on other team members
- She is a great manager and person to work for/with.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!

What do you like best about working with this individual?

- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- Timely follow through.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.

What do you like least about working with this individual?

- She clearly assigns our responsibilities by our individual strengths.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- ___ consistently asks how the day is going, if she can help us at all.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- Closes off discussions with action plans.

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

- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ 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 hold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- ___ is professional, collaborative. . .a great team member.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.

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

- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- ___ has a strong knowledge base and willingly shares information.
- Has one of the strongest work ethics I've ever encountered in a team member.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- ___ is a rock amongst the management at [CompanyName].

Any final comments?

- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. This has improved but can use a little more work on the consistent side of it.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but I would encourage her to share them more broadly.
- She clearly assigns our responsibilities by our individual strengths.
- I value and appreciate ___ very much.
- I enjoy working with ___. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.