



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.

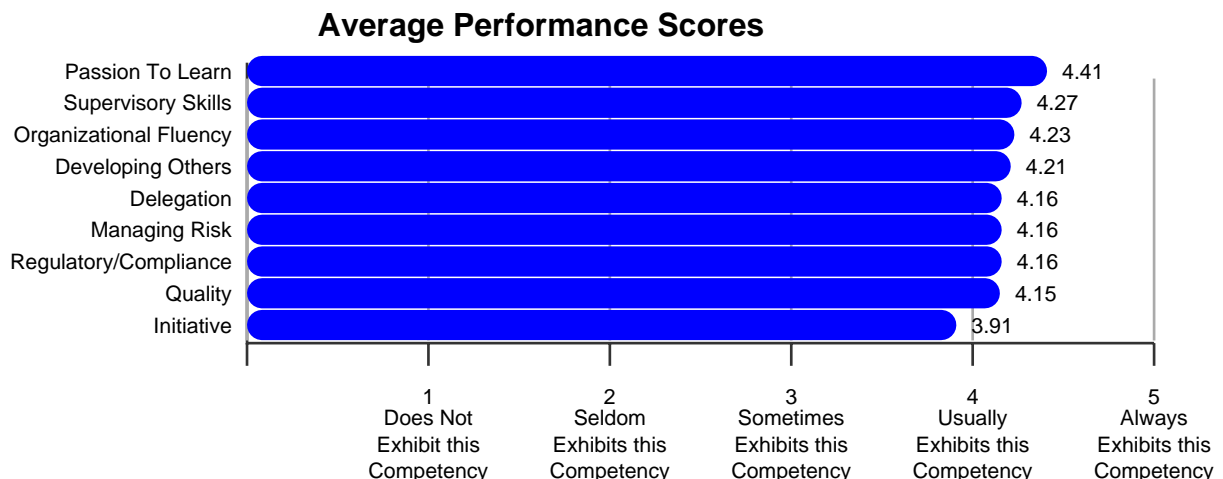
What to Do with Your Feedback

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

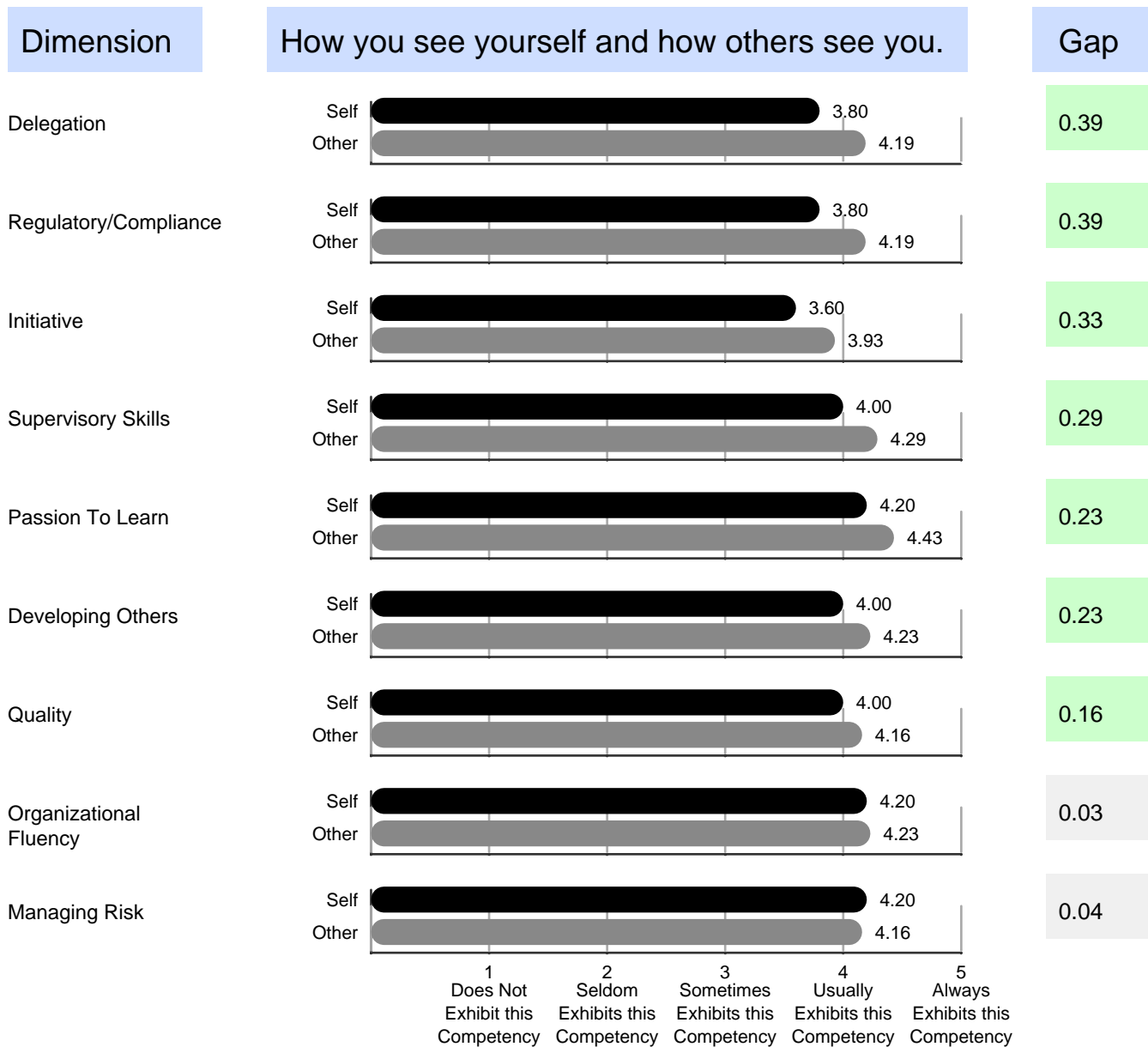
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



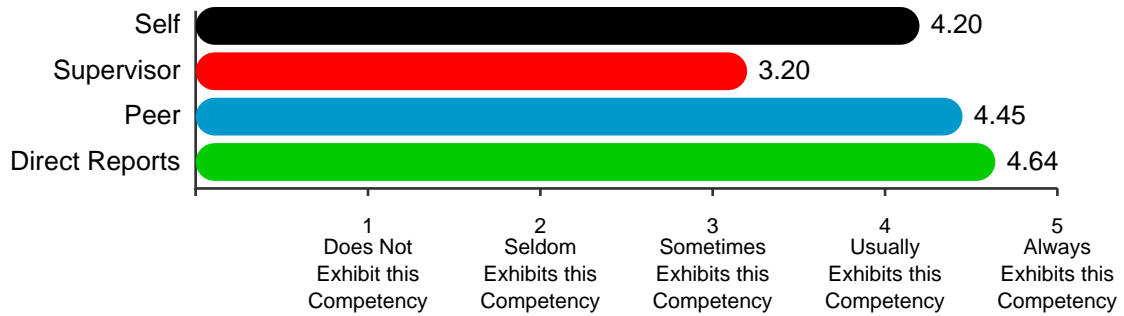
Gap Analysis

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.



Passion To Learn

Summary Scores



1. Demonstrates a willingness to participate in continuing education courses.



2. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



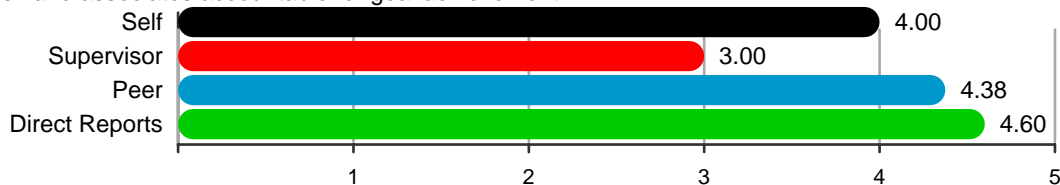
3. Exhibits willingness to upgrade skills through additional training and education.



4. Inspires others to learn new things.



5. Holds self and associates accountable for goal achievement.



Level of Skill

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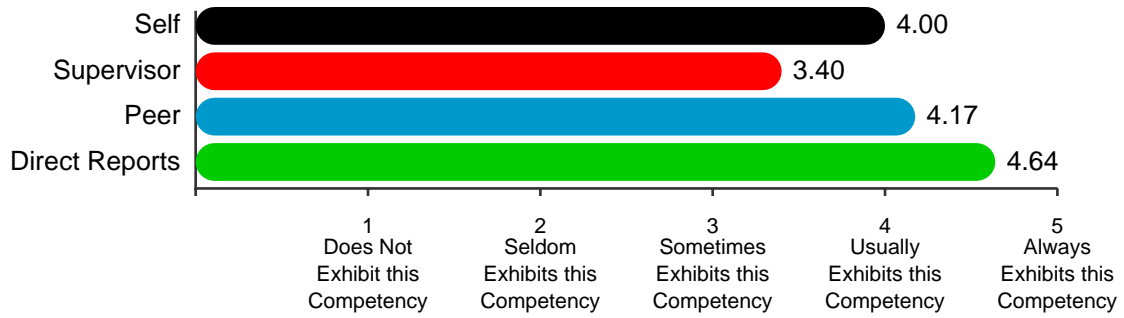
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Demonstrates a willingness to participate in continuing education courses.	15	4.20	93.3	7%		67%		27%
2. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	4.87	100.0		13%		87%	
3. Exhibits willingness to upgrade skills through additional training and education.	15	4.27	93.3	7%		60%		33%
4. Inspires others to learn new things.	15	4.40	86.7	13%		33%		53%
5. Holds self and associates accountable for goal achievement.	15	4.33	93.3	7%		53%		40%

Comments:

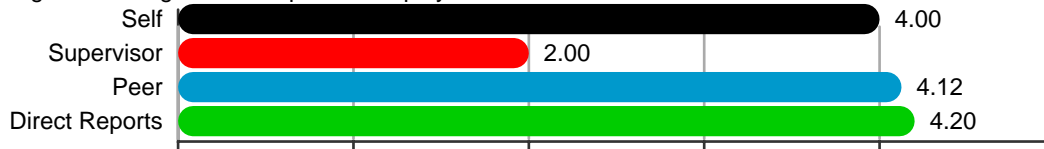
- She has consistently been a strong advocate for me and my team.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- Building relationships of trust to enhance safety is an important part of our approach.
- Overall I think she does a great job and she is very approachable.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.

Supervisory Skills

Summary Scores



6. Maintains good working relationships with employees.



7. Treats all staff equitably.



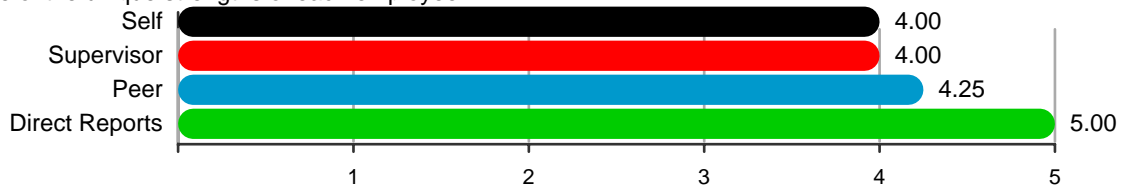
8. Encourages employees to achieve their full potential.



9. Appropriately recognizes and rewards employees.



10. Is aware of the unique strengths of each employee.



Level of Skill

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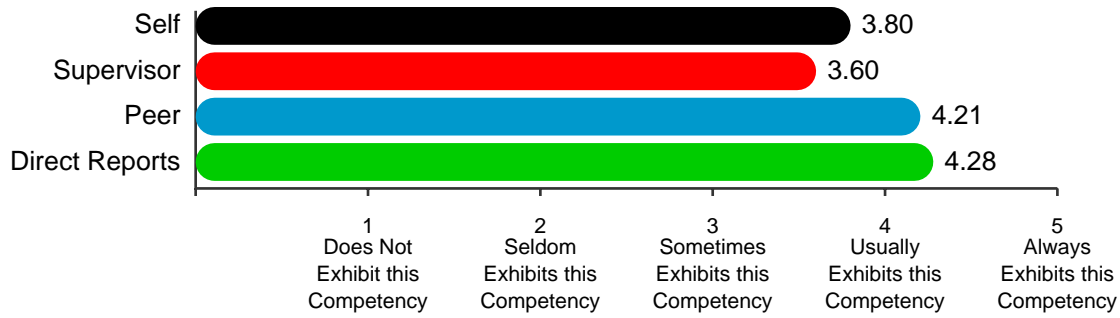
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Maintains good working relationships with employees.	15	4.00	80.0	7%	13%	53%	27%	
7. Treats all staff equitably.	15	4.07	80.0		20%	53%	27%	
8. Encourages employees to achieve their full potential.	15	4.33	93.3	7%	47%		47%	
9. Appropriately recognizes and rewards employees.	15	4.47	93.3	7%	40%		53%	
10. Is aware of the unique strengths of each employee.	15	4.47	93.3	7%	40%		53%	

Comments:

- She is a very diligent hard worker.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ routinely goes out of her way to make work a more engaging experience.
- I appreciate the straight forward style of leadership ___ uses.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.

Delegation

Summary Scores



11. Assigns tasks to create learning opportunities for the employees.



12. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



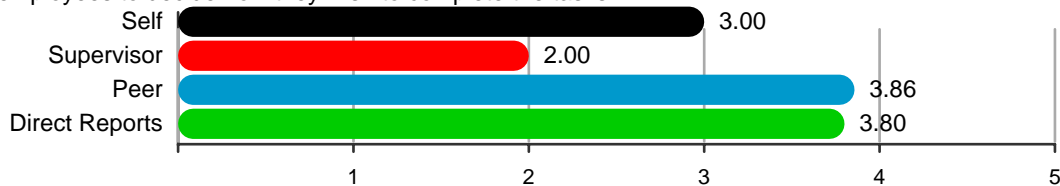
13. Defines the roles, responsibilities, required actions, and deadlines for team members.



14. Allows subordinates to use their own methods and procedures.



15. Allows employees to decide how they wish to complete the tasks.



Level of Skill

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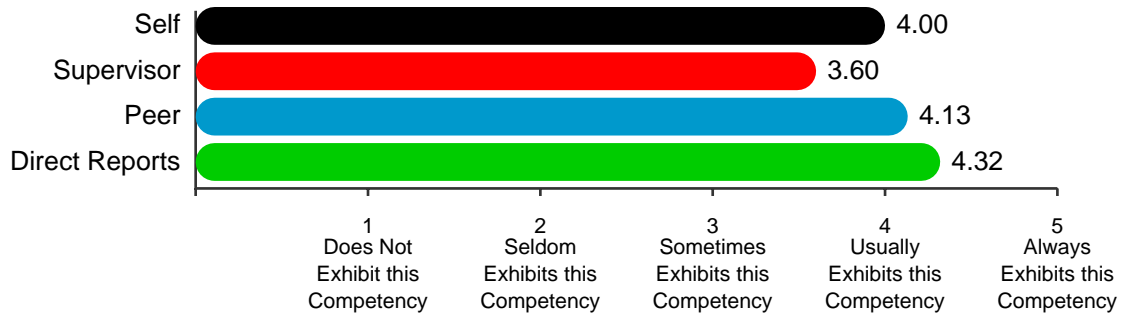
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Assigns tasks to create learning opportunities for the employees.	15	4.60	100.0			40%	60%	
12. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.27	100.0			73%		27%
13. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.33	100.0			67%		33%
14. Allows subordinates to use their own methods and procedures.	15	3.93	73.3		27%		53%	20%
15. Allows employees to decide how they wish to complete the tasks.	14	3.64	57.1	14%		29%	36%	21%

Comments:

- ___ has improved with her follow-up assignments from meetings.
- Unfortunately there has been inconsistency in actions and results.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- Don't work with her enough to observe the vast majority of these items.

Quality

Summary Scores



16. Encourages employees to produce the best quality products.



17. Corrects issues in a timely manner.



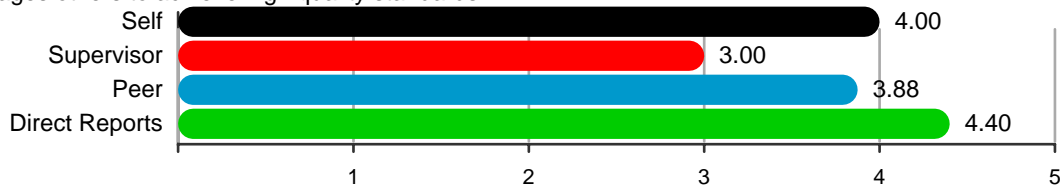
18. Encourages others to produce the highest quality work products.



19. Analyze what occurred and re-adjusts accordingly when goals are not met.



20. Encourages others to achieve high quality standards.



Level of Skill

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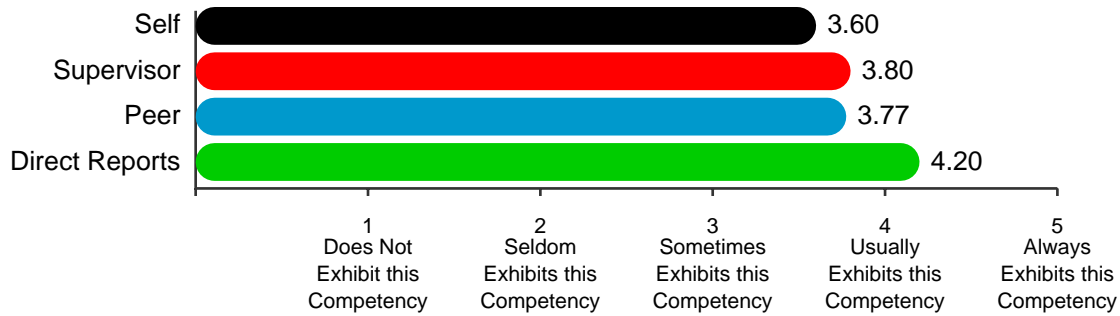
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Encourages employees to produce the best quality products.	15	4.33	86.7	13%	40%	47%		
17. Corrects issues in a timely manner.	15	4.27	93.3	7%	60%	33%		
18. Encourages others to produce the highest quality work products.	14	4.00	92.9	7%	86%	7%		
19. Analyze what occurred and re-adjusts accordingly when goals are not met.	14	4.14	85.7	7%	7%	50%	36%	
20. Encourages others to achieve high quality standards.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- Detail oriented

Initiative

Summary Scores



21. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



22. Prepares for unexpected contingencies.



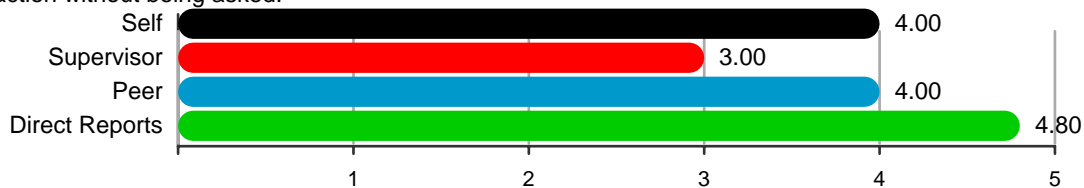
23. Takes the initiative to change the direction or course of events.



24. Goes above and beyond the stated goals.



25. Takes action without being asked.



Level of Skill

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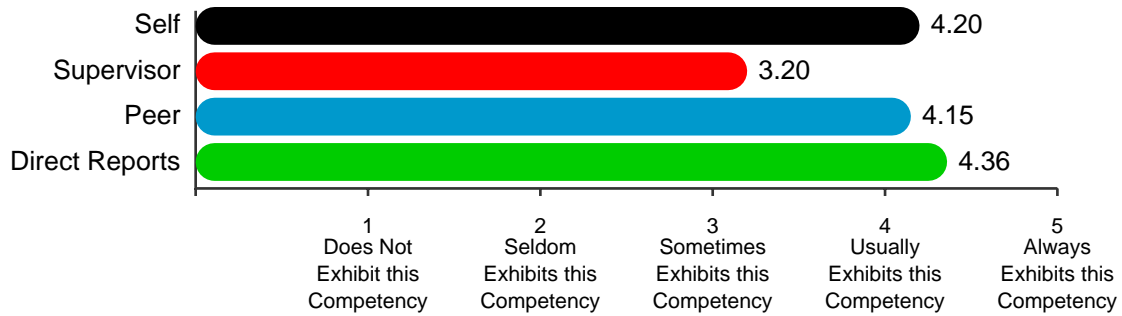
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.00	66.7	13%	20%	20%	47%	
22. Prepares for unexpected contingencies.	15	3.47	53.3	13%	33%	47%	7%	
23. Takes the initiative to change the direction or course of events.	15	3.60	66.7	13%	20%	60%	7%	
24. Goes above and beyond the stated goals.	15	4.27	86.7	7%	7%	40%	47%	
25. Takes action without being asked.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

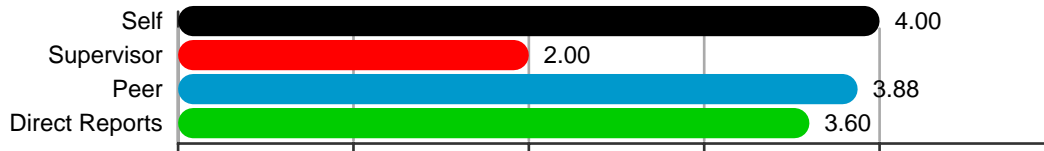
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- Confidence is the only thing I think she needs to improve on.
- I look forward to learning and improving with her and the other members in the division.
- She is trustworthy, dependable, positive attitude, and team focused.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.

Managing Risk

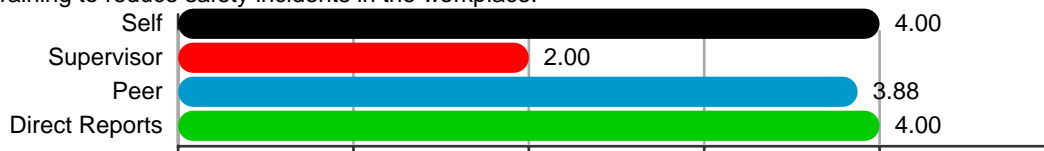
Summary Scores



26. Perceives the risks of different work tasks and activities.



27. Offers training to reduce safety incidents in the workplace.



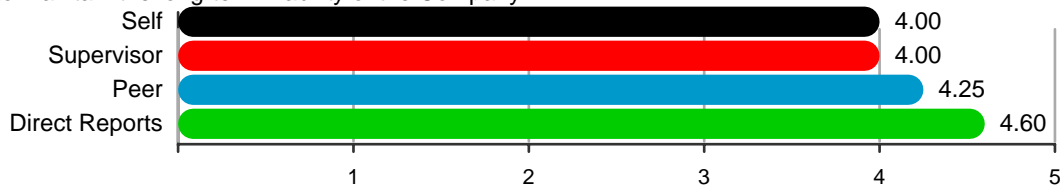
28. Creates informative guides regarding potential risks and risky behaviors.



29. Implements changes to reduce the chances of critical incidents in the future.



30. Seeks to maintain the long-term viability of the Company.



Level of Skill

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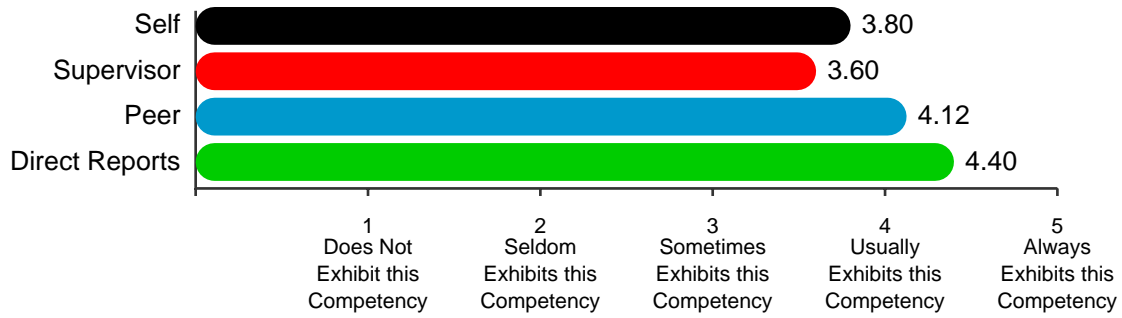
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Perceives the risks of different work tasks and activities.	15	3.67	66.7	20%	13%	47%	20%	
27. Offers training to reduce safety incidents in the workplace.	15	3.80	73.3	20%	7%	47%	27%	
28. Creates informative guides regarding potential risks and risky behaviors.	15	4.33	86.7		13%	40%	47%	
29. Implements changes to reduce the chances of critical incidents in the future.	15	4.67	100.0			33%	67%	
30. Seeks to maintain the long-term viability of the Company.	15	4.33	100.0			67%	33%	

Comments:

- ___ treats all employees with respect and in a very professional manner.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- ___ is an amazing manager. She genuinely cares about her staff.

Regulatory/Compliance

Summary Scores



31. Ensures regulations are followed as required.



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



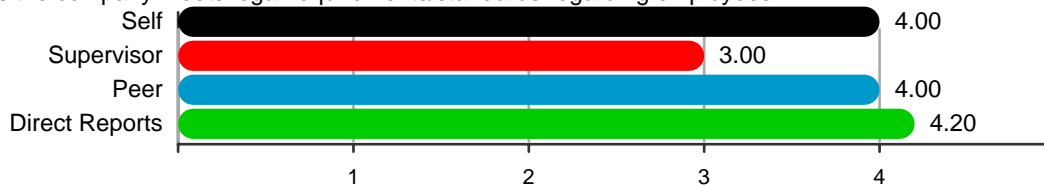
33. Performs regular compliance audits.



34. Provides documents and reports as needed to maintain compliance with laws.



35. Ensures the company meets legal requirements/standards regarding employees.



Level of Skill

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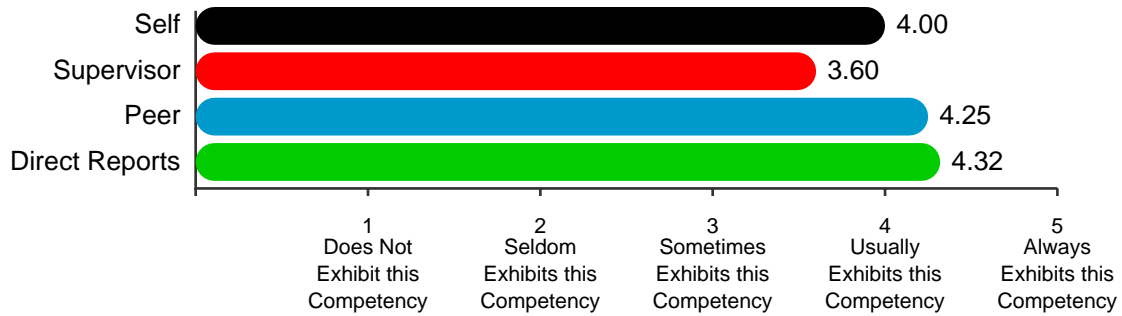
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Ensures regulations are followed as required.	15	4.07	80.0	20%		53%		27%
32. Keeps track of changes in legislation affecting regulatory compliance.	15	4.47	100.0			53%		47%
33. Performs regular compliance audits.	15	4.13	80.0	20%		47%		33%
34. Provides documents and reports as needed to maintain compliance with laws.	15	4.13	86.7	13%		60%		27%
35. Ensures the company meets legal requirements/standards regarding employees.	15	4.00	80.0	20%		60%		20%

Comments:

- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.

Developing Others

Summary Scores



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



37. Recognizes and celebrates accomplishments of others.



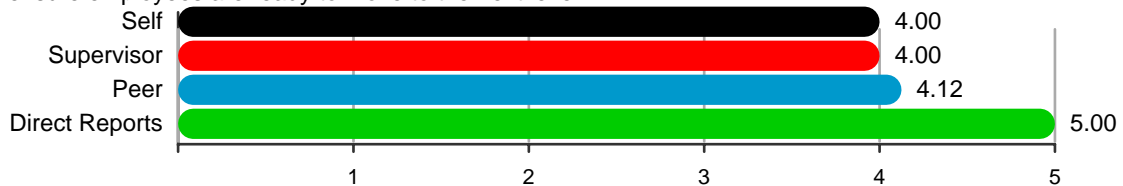
38. Is open to receiving feedback.



39. Provides constructive feedback to others.



40. Tries to ensure employees are ready to move to the next level.



Level of Skill

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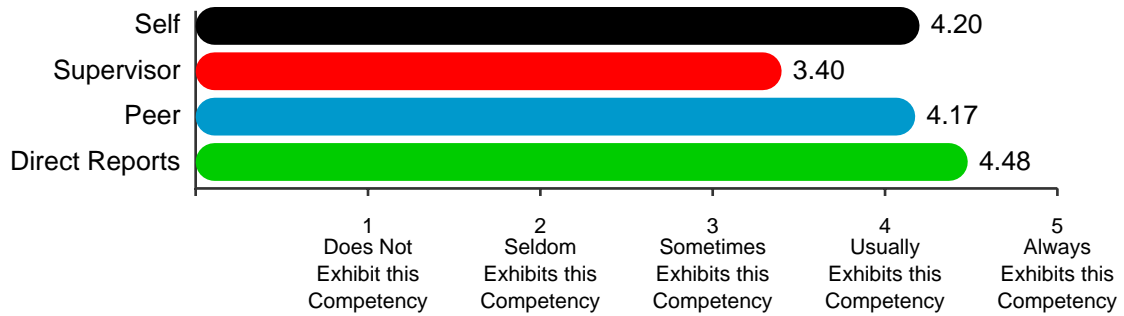
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Sets performance objectives for subordinates that encourages development opportunities.	15	4.33	100.0			67%		33%
37. Recognizes and celebrates accomplishments of others.	15	3.93	80.0	13%	7%		53%	27%
38. Is open to receiving feedback.	15	4.27	86.7			13%	47%	40%
39. Provides constructive feedback to others.	15	4.13	86.7			13%	60%	27%
40. Tries to ensure employees are ready to move to the next level.	15	4.40	93.3		7%		47%	47%

Comments:

- ___ provides opportunities for her staff to grow professionally and encourages them.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- Could be more self-aware of impact on other team members
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.

Organizational Fluency

Summary Scores



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



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



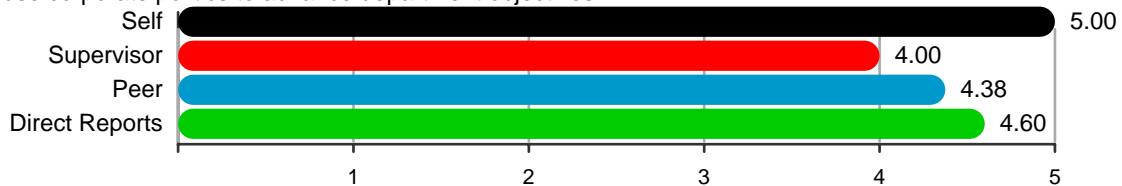
43. Understands the current organizational culture.



44. Able to explain departmental policies and procedures to others.



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



Level of Skill

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41. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.33	93.3	7%		53%		40%
42. Adept at navigating within the culture of the department.	15	4.20	80.0	20%		40%		40%
43. Understands the current organizational culture.	15	4.13	86.7	13%		60%		27%
44. Able to explain departmental policies and procedures to others.	15	4.00	86.7	13%		73%		13%
45. Able to use corporate politics to advance department objectives.	15	4.47	93.3	7%		40%		53%

Comments:

- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- ___ is a wonderful person to work for.
- She has a vast storehouse of knowledge about the facility and our policies.
- Cannot think of anything
- ___ is highly professional in her everyday work.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.

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?

- Because we lack clear direction and often focus on priorities, it can be extremely frustrating to work effectively and feel successful.
- She has helped make me a better manager through her actions and follow through.
- More opportunities to share knowledge with the team.
- ___ is a great listener and leader for the department.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.

What do you like best about working with this individual?

- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- She consistently helps us in problem solving a variety of issues.
- We are so lucky to have her as a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- I just know going through the hiring process with her.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.

What do you like least about working with this individual?

- She is also very enthusiastic and energetic.
- She does not ask for anything from her team that she is not willing to do, or has done herself.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- ___ always presents herself in the most professional manner.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.

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

- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance through the entire process.
- She is a real advocate for the customers. Excellent department and computer skills.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.

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

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.

Any final comments?

- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- She makes me feel like an important and valued team member.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.