

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.

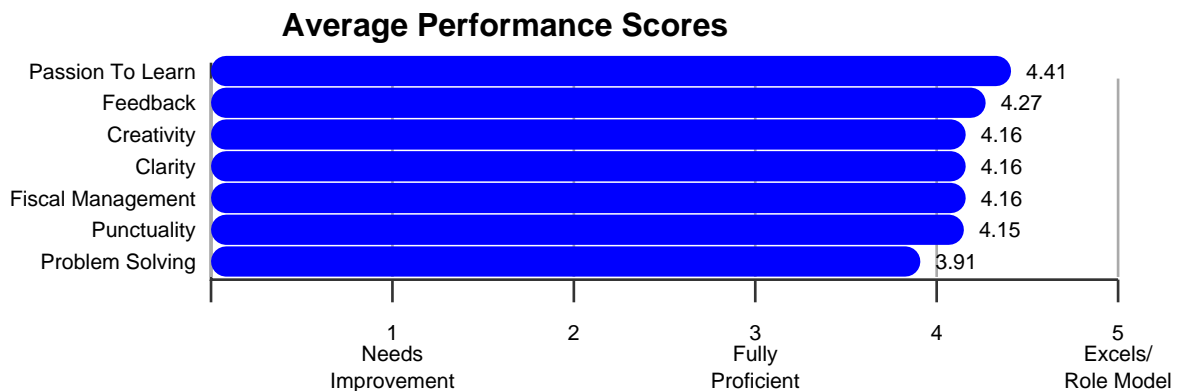
What to Do with Your Feedback

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 7 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.



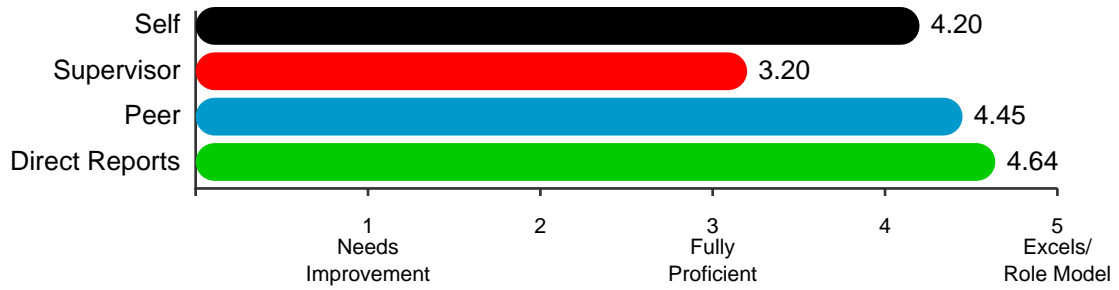
Gap Analysis

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. You inspire others to learn new things.



2. You create an environment that supports personal development and exploration.



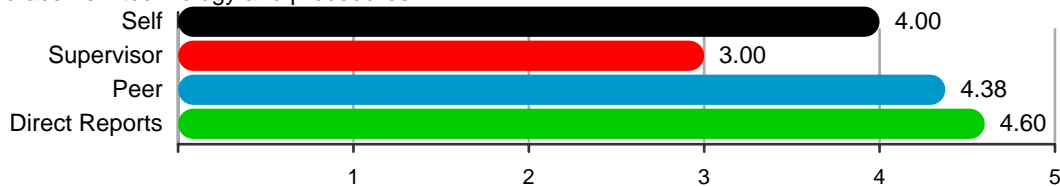
3. You enhance your value to the company through additional training and development.



4. You are open to feedback from others.



5. You embrace new technology and procedures.



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 (Needs Improvement) to green (Excels/ Role Model).

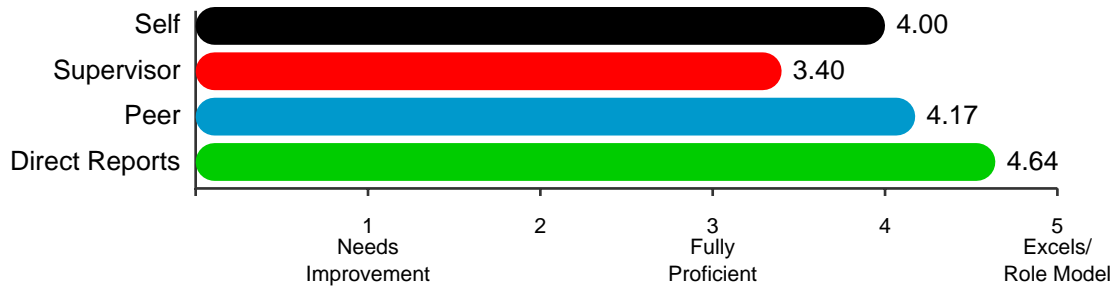
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. You inspire others to learn new things.	15	4.20	93.3	7%	67%	27%
2. You create an environment that supports personal development and exploration.	15	4.87	100.0	13%	87%	
3. You enhance your value to the company through additional training and development.	15	4.27	93.3	7%	60%	33%
4. You are open to feedback from others.	15	4.40	86.7	13%	33%	53%
5. You embrace new technology and procedures.	15	4.33	93.3	7%	53%	40%

Comments:

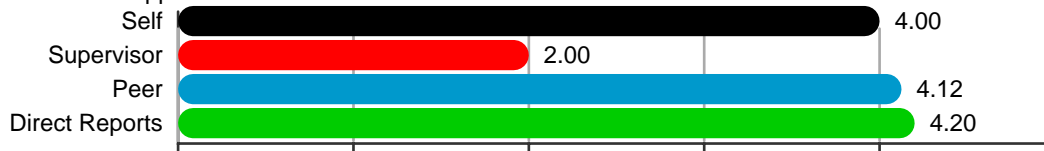
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- _____'s priority is our customers and community.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.

Feedback

Summary Scores



6. You are visible and approachable.



7. You look to others for input.



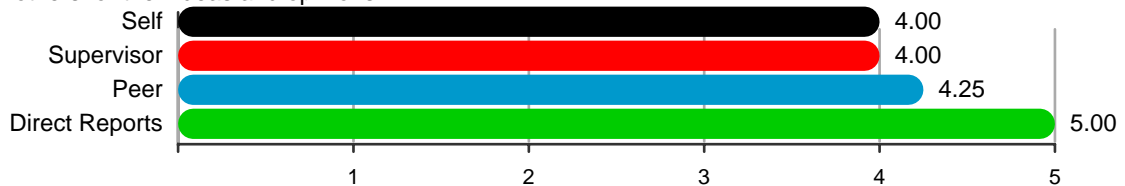
8. You share past experiences with others as learning opportunities.



9. You are open to the suggestions of others.



10. You ask others for their ideas and opinions.



Level of Skill

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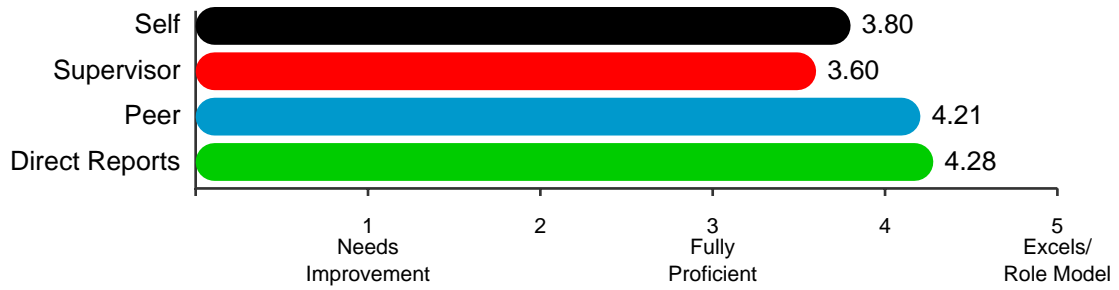
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. You are visible and approachable.	15	4.00	80.0	7%	13%	53%	27%
7. You look to others for input.	15	4.07	80.0		20%	53%	27%
8. You share past experiences with others as learning opportunities.	15	4.33	93.3	7%		47%	47%
9. You are open to the suggestions of others.	15	4.47	93.3	7%		40%	53%
10. You ask others for their ideas and opinions.	15	4.47	93.3	7%		40%	53%

Comments:

- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- There are two items above that will be part of my goals for the coming year.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

Creativity

Summary Scores



11. You develop solutions to challenging problems.



12. You create a lot of new ideas.



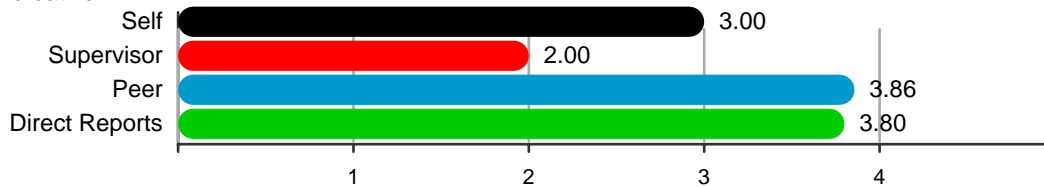
13. You conceive, implement and evaluate ideas.



14. You inspire creativity in your team.



15. You are creative.



Level of Skill

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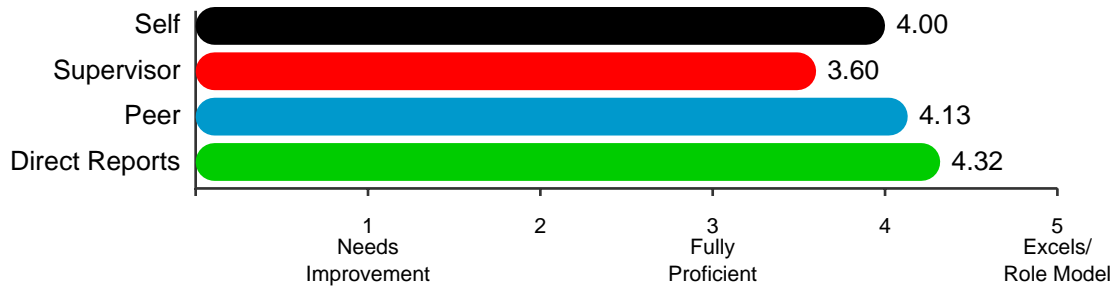
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. You develop solutions to challenging problems.	15	4.60	100.0	40%	60%	
12. You create a lot of new ideas.	15	4.27	100.0	73%		27%
13. You conceive, implement and evaluate ideas.	15	4.33	100.0	67%		33%
14. You inspire creativity in your team.	15	3.93	73.3	27%	53%	20%
15. You are creative.	14	3.64	57.1	14%	29%	36%

Comments:

- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- _____ has improved with his follow-up assignments from meetings.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- I appreciate how _____ guides, supports, and direct staff.
- Our desire to improve loss rates has been encouraged and supported by _____.

Punctuality

Summary Scores



16. You start meetings on time.



17. You conduct appointments at scheduled start time.



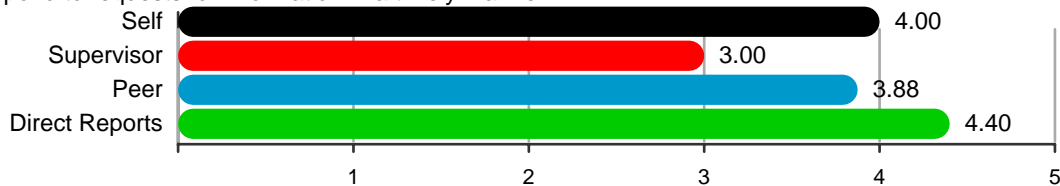
18. You arrive to meetings on time.



19. You start the workday when scheduled.



20. You respond to requests for information in a timely manner.



Level of Skill

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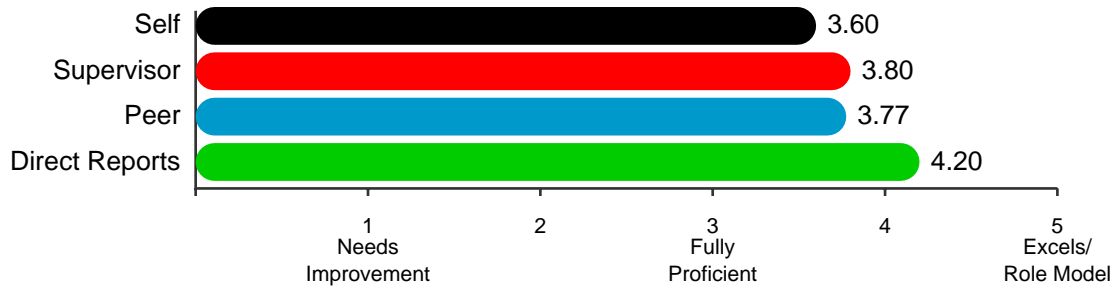
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. You start meetings on time.	15	4.33	86.7	13%	40%	47%	
17. You conduct appointments at scheduled start time.	15	4.27	93.3	7%	60%	33%	
18. You arrive to meetings on time.	14	4.00	92.9	7%	86%	7%	
19. You start the workday when scheduled.	14	4.14	85.7	7%	7%	50%	36%
20. You respond to requests for information in a timely manner.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- I appreciate how _____ guides, supports, and direct staff.
- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- Having very minimum one-on-one discussion.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.

Problem Solving

Summary Scores



21. You make judgments based upon relevant information.



22. You find creative ways to get things done with limited resources.



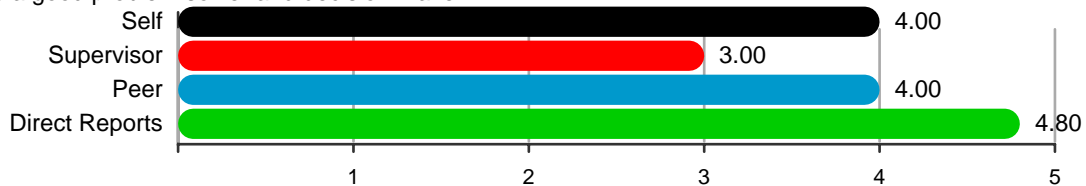
23. You solve problems using logic and insight.



24. You are effective in solving problems.



25. You are a good problem solver and decision maker



Level of Skill

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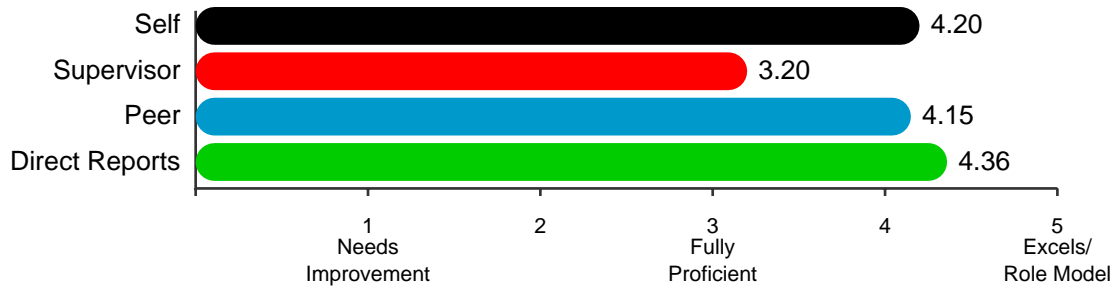
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. You make judgments based upon relevant information.	15	4.00	66.7	13%	20%	20%	47%
22. You find creative ways to get things done with limited resources.	15	3.47	53.3	13%	33%	47%	7%
23. You solve problems using logic and insight.	15	3.60	66.7	13%	20%	60%	7%
24. You are effective in solving problems.	15	4.27	86.7	7%	7%	40%	47%
25. You are a good problem solver and decision maker	15	4.20	80.0	7%	13%	33%	47%

Comments:

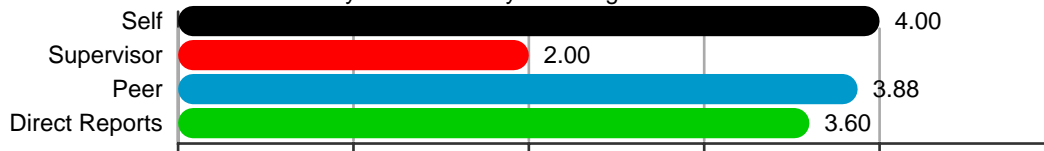
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- _____ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- He is a fantastic resource.
- _____ 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.
- Job performance is excellent. Lucky to have _____ on our team.

Clarity

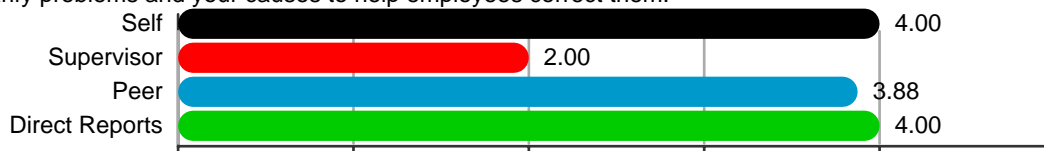
Summary Scores



26. You communicate ideas and facts clearly and effectively in writing.



27. You clarify problems and your causes to help employees correct them.



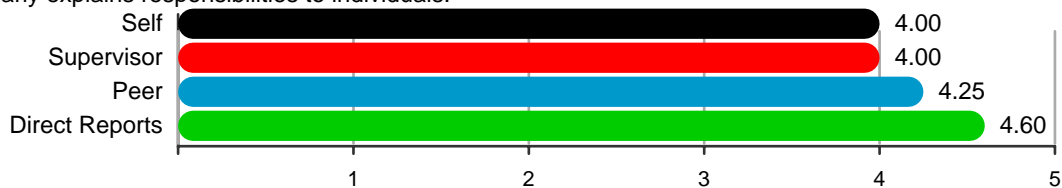
28. You clearly define work objectives for employees.



29. You write clear job descriptions for positions in the organization.



30. You clearly explains responsibilities to individuals.



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 (Needs Improvement) to green (Excels/ Role Model).

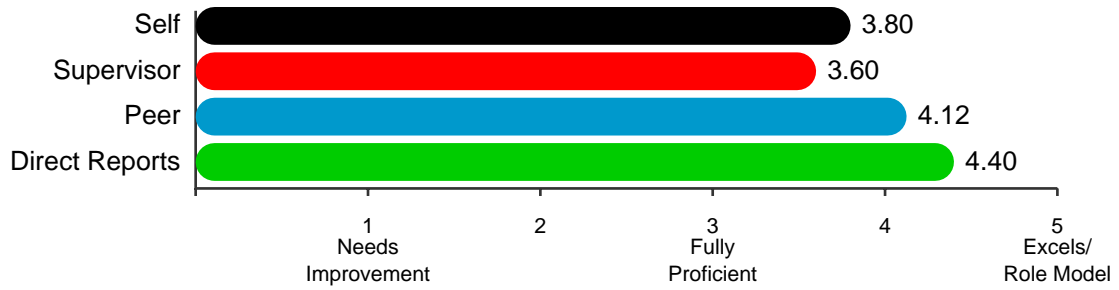
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. You communicate ideas and facts clearly and effectively in writing.	15	3.67	66.7	20%	13%	47%	20%
27. You clarify problems and your causes to help employees correct them.	15	3.80	73.3	20%	7%	47%	27%
28. You clearly define work objectives for employees.	15	4.33	86.7	13%		40%	47%
29. You write clear job descriptions for positions in the organization.	15	4.67	100.0			33%	67%
30. You clearly explains responsibilities to individuals.	15	4.33	100.0			67%	33%

Comments:

- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- He has been a great addition to the department in this area.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- _____ is an extremely competent leader and I am enjoying learning by his example.

Fiscal Management

Summary Scores



31. You are effective in using company's resources.



32. You monitor spending.



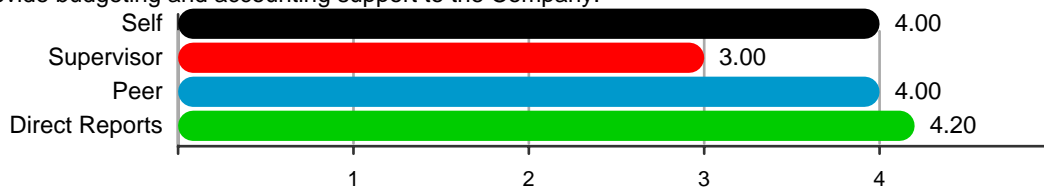
33. You keep excellent records for financial transparency.



34. You monitor expenses and verify the need for items purchased.



35. You provide budgeting and accounting support to 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. You are effective in using company's resources.	15	4.07	80.0	20%	53%	27%
32. You monitor spending.	15	4.47	100.0		53%	47%
33. You keep excellent records for financial transparency.	15	4.13	80.0	20%	47%	33%
34. You monitor expenses and verify the need for items purchased.	15	4.13	86.7	13%	60%	27%
35. You provide budgeting and accounting support to the Company.	15	4.00	80.0	20%	60%	20%

Comments:

- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- Take charge without feeling like you need approval.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- _____ is the absolute definition of team player.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- _____ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.

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?

- _____ has great communication skills and is a dependable member of the team.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- He uses the strengths of everyone around him to get the best solutions possible.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.

What do you like best about working with this individual?

- Job performance is excellent. Lucky to have _____ on our team.
- _____ exceeds in above in all he does.
- Great to have you on the team!
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- He is a charismatic leader. Really the best!!

What do you like least about working with this individual?

- _____ meets and exceeds all of these leadership roles.
- I think he is the kind of manager our department has needed and will continue to need.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.

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

- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- _____ encourages our staff to strive to be the best that we can be.
- _____ is very clear about his expectations and I appreciate this.
- He values our feedback and takes our recommendations seriously.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.

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

- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.

Any final comments?

- Charisma, In-depth knowledge, and an ability to train/mentor others.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- Great addition to our team!
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- _____ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.