



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.

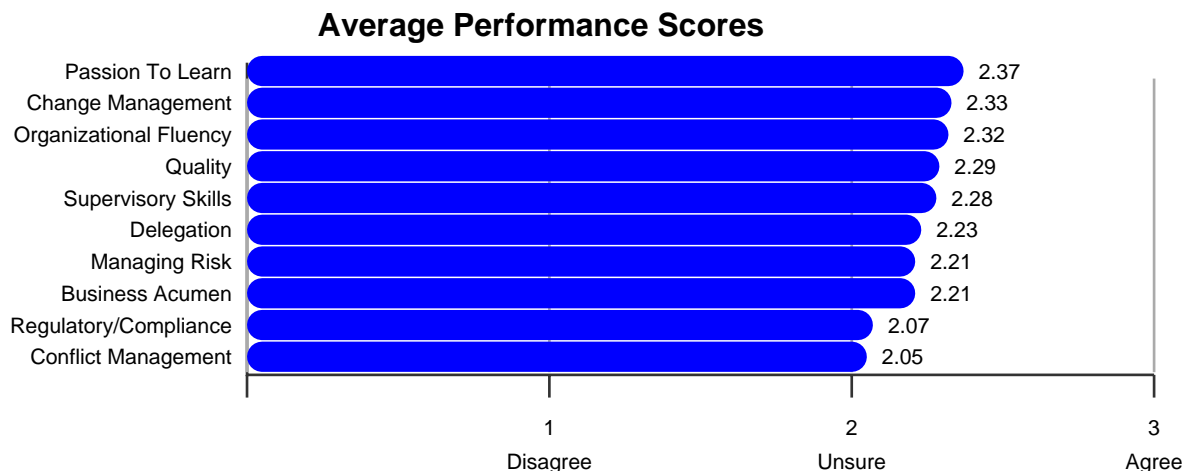
What to Do with Your Feedback

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

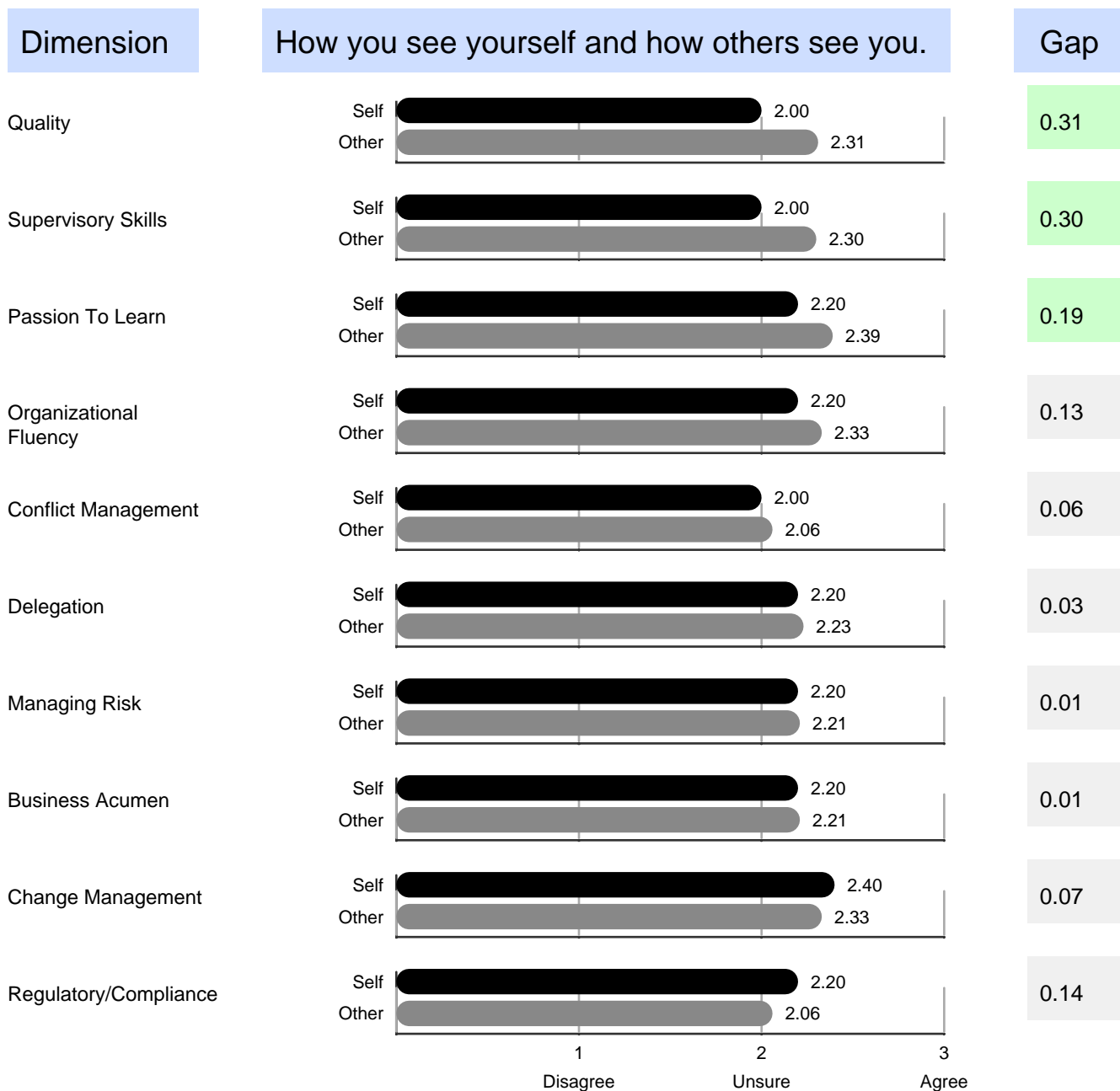
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Passion To Learn

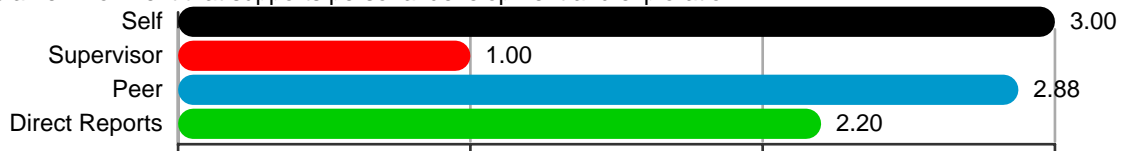
Summary Scores



1. Is committed to enhancing their own knowledge and skills.



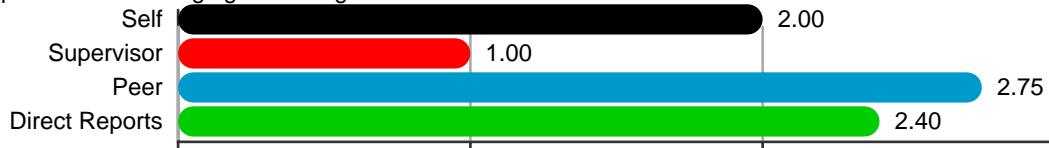
2. Creates an environment that supports personal development and exploration.



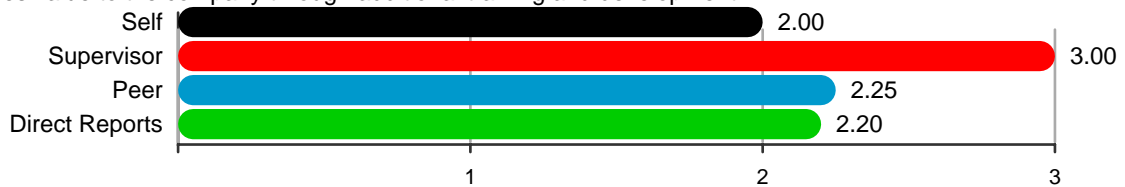
3. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



4. Stays up-to-date on emerging technologies.



5. Enhances value to the company through additional training and development.



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. Is committed to enhancing their own knowledge and skills.	15	2.27	33.3	7%	60%	33%
2. Creates an environment that supports personal development and exploration.	15	2.53	73.3	20%	7%	73%
3. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	2.33	40.0	7%	53%	40%
4. Stays up-to-date on emerging technologies.	15	2.47	53.3	7%	40%	53%
5. Enhances value to the company through additional training and development.	15	2.27	40.0	13%	47%	40%

Comments:

- I have not had any issues with _____ since I have been working for him.
- _____ is a great leader. His team has been through a lot of change. _____ is focused on building his team and helping them through the change.
- _____ 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.
- Our organization is a better place because of his and his future focus.
- 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.
- _____ excels at keeping in touch with all aspects of her, and our jobs.

Supervisory Skills

Summary Scores



6. Provides constructive, ongoing feedback.



7. Treats all staff equitably.



8. Maintains good working relationships with employees.



9. Resolves personnel problems quickly and effectively.



10. Encourages employees to achieve their full potential.



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).

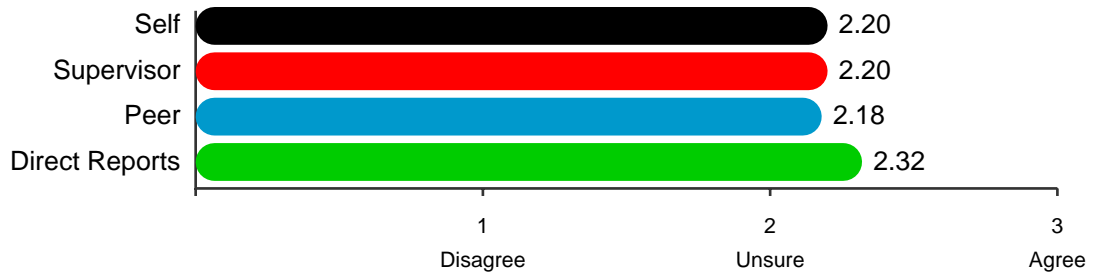
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Provides constructive, ongoing feedback.	15	2.13	33.3	20%	47%	33%
7. Treats all staff equitably.	15	2.07	26.7	20%	53%	27%
8. Maintains good working relationships with employees.	15	2.33	40.0	7%	53%	40%
9. Resolves personnel problems quickly and effectively.	15	2.40	53.3	13%	33%	53%
10. Encourages employees to achieve their full potential.	15	2.47	60.0	13%	27%	60%

Comments:

- Shows curiosity.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.

Delegation

Summary Scores



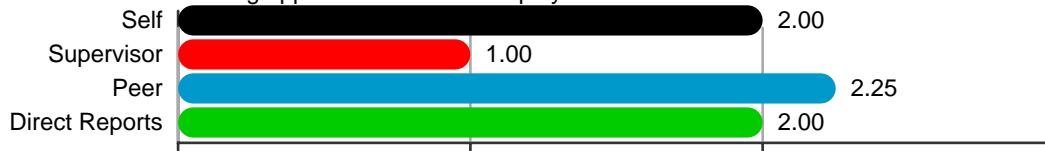
11. Defines goals and objectives for subordinates.



12. Tells subordinates what to do, not how to do it.



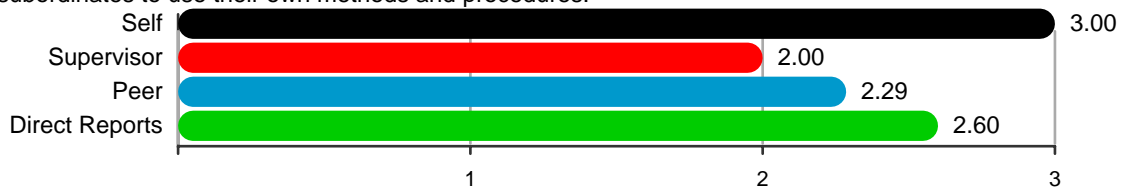
13. Assigns tasks to create learning opportunities for the employees.



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



15. Allows subordinates to use their own methods 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 (Disagree) to green (Agree).

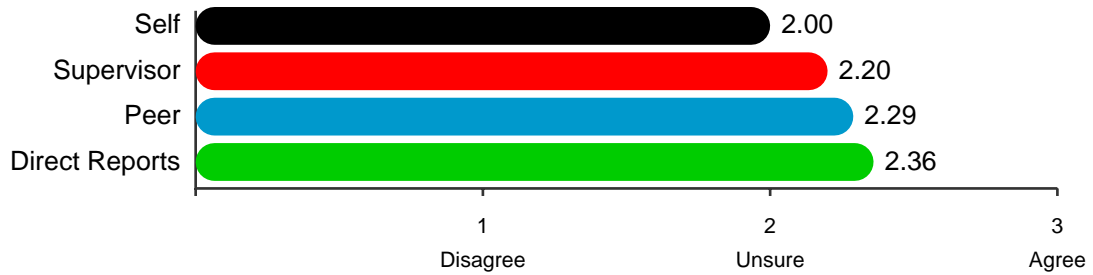
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Defines goals and objectives for subordinates.	15	2.33	40.0	7%	53%	40%
12. Tells subordinates what to do, not how to do it.	15	2.07	20.0	13%	67%	20%
13. Assigns tasks to create learning opportunities for the employees.	15	2.07	26.7	20%	53%	27%
14. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.27	40.0	13%	47%	40%
15. Allows subordinates to use their own methods and procedures.	14	2.43	50.0	7%	43%	50%

Comments:

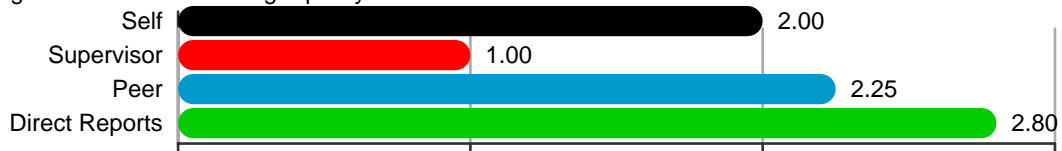
- _____ is very visible on the unit. Spending many hours with staff.
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- He is also quick to tap into his past experiences in attempting to find the best solution.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

Quality

Summary Scores



16. Encourages others to achieve high quality standards.



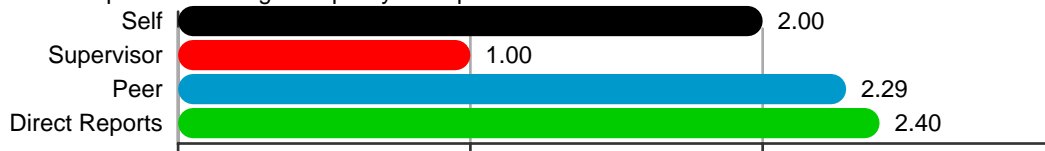
17. Encourages employees to produce the best quality products.



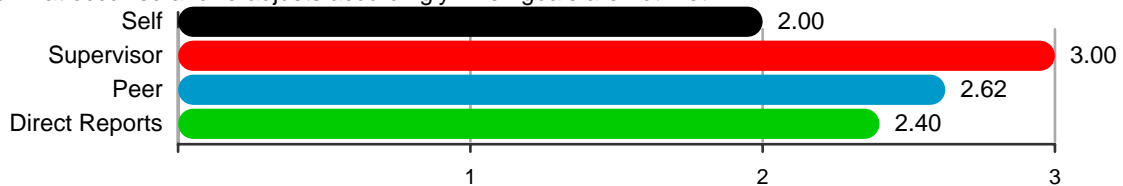
18. Encourages others to produce the highest quality work products.



19. Always strives to produce the highest quality work products.



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



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. Encourages others to achieve high quality standards.	15	2.33	46.7	13%	40%	47%
17. Encourages employees to produce the best quality products.	15	2.33	40.0	7%	53%	40%
18. Encourages others to produce the highest quality work products.	14	2.00	14.3	14%	71%	14%
19. Always strives to produce the highest quality work products.	14	2.21	42.9	21%	36%	43%
20. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- He leads by example.
- _____ exemplifies all of the above.
- He has helped make me a better manager through his actions and follow through.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

Change Management

Summary Scores



21. Effective in dealing with ambiguous and challenging situations.



22. Addresses organizational and departmental resistance to changes.



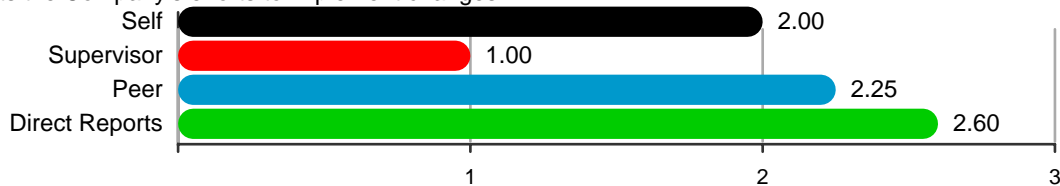
23. Works cooperatively with others to implement changes.



24. Assists others in understanding changes to the organization.



25. Supports the Company's efforts to implement changes.



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. Effective in dealing with ambiguous and challenging situations.	15	2.60	66.7	7%	27%	67%
22. Addresses organizational and departmental resistance to changes.	15	2.33	40.0	7%	53%	40%
23. Works cooperatively with others to implement changes.	15	2.07	20.0	13%	67%	20%
24. Assists others in understanding changes to the organization.	15	2.40	53.3	13%	33%	53%
25. Supports the Company's efforts to implement changes.	15	2.27	53.3	27%	20%	53%

Comments:

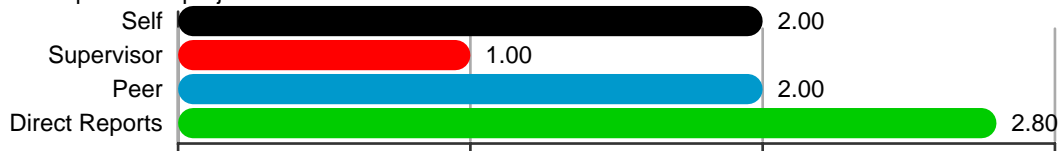
- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- Be being better organized. It would help with prioritizing.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.

Managing Risk

Summary Scores



26. Creates a risk profile for projects and teams.



27. Is knowledgeable of standard risk management principles.



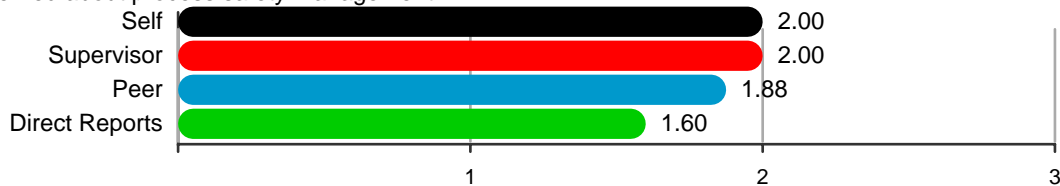
28. Seeks to increase safety in the workplace.



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



30. Is concerned about process safety management.



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).

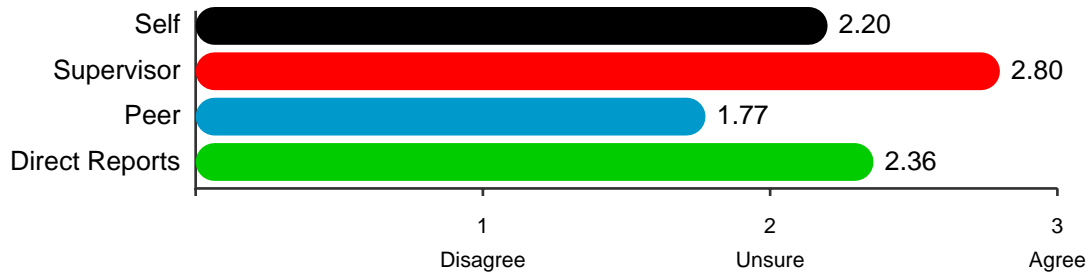
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Creates a risk profile for projects and teams.	15	2.20	33.3	13%	53%	33%
27. Is knowledgeable of standard risk management principles.	15	2.00	26.7	27%	47%	27%
28. Seeks to increase safety in the workplace.	15	2.47	53.3	7%	40%	53%
29. Implements changes to reduce the chances of critical incidents in the future.	15	2.60	60.0		40%	60%
30. Is concerned about process safety management.	15	1.80	13.3	33%	53%	13%

Comments:

- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- A great addition to the team.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- _____ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.

Regulatory/Compliance

Summary Scores



31. Maintains a state of readiness to address new and changing regulations and procedures.



32. Maintains historical records and documents as needed/required.



33. Complies with regulatory requirements for the state.



34. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.



35. Keeps up-to-date with legislation affecting employees.



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).

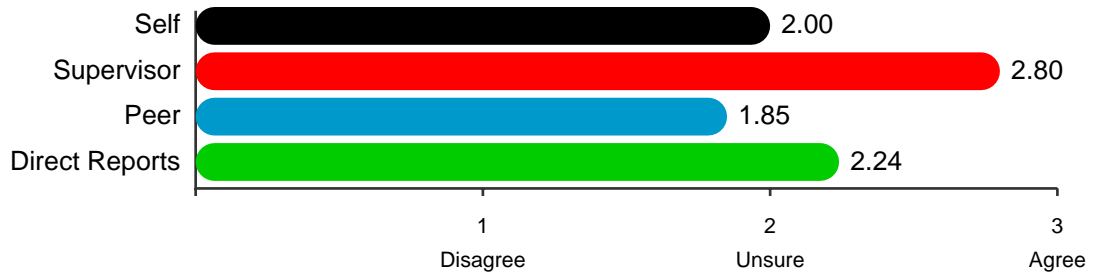
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Maintains a state of readiness to address new and changing regulations and procedures.	15	2.13	33.3	20%	47%	33%
32. Maintains historical records and documents as needed/required.	15	2.13	33.3	20%	47%	33%
33. Complies with regulatory requirements for the state.	15	2.07	33.3	27%	40%	33%
34. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	2.13	26.7	13%	60%	27%
35. Keeps up-to-date with legislation affecting employees.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- _____ 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.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.

Conflict Management

Summary Scores



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



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



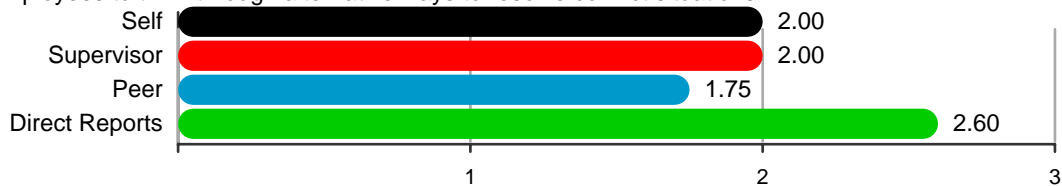
38. Discusses conflict situations with supervisor.



39. Deals effectively with employee grievances.



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



Level of Skill

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

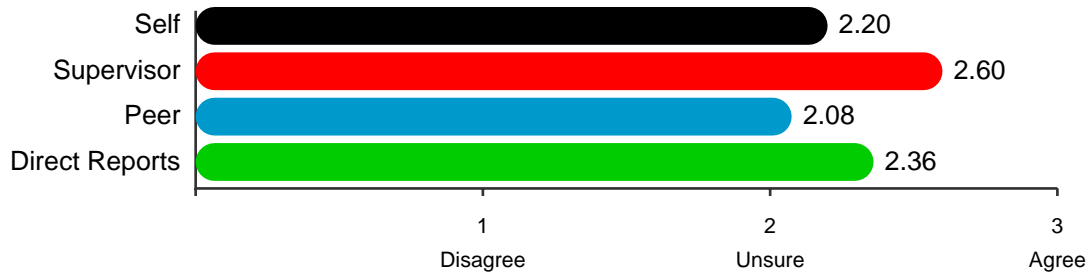
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Tries to understand others' point of view before making judgments	15	1.87	20.0	33%	47%	20%
37. Assists team members by helping them see the other point of view.	15	1.93	13.3	20%	67%	13%
38. Discusses conflict situations with supervisor.	15	2.07	33.3	27%	40%	33%
39. Deals effectively with employee grievances.	15	2.33	33.3		67%	33%
40. Helps employees to think through alternative ways to resolve conflict situations.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is creative and has great ideas and he's quick to implement his 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.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- Dependability, with whatever is needed.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- He encourages individual and professional improvement and provides educational opportunities.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.

Business Acumen

Summary Scores



41. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



42. Understands complex issues and problems.



43. Able to align resources to meet the business needs of the company.



44. Considers impact of actions on other areas of the organization.



45. Asks the 'right' questions to size up or evaluate situations.



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).

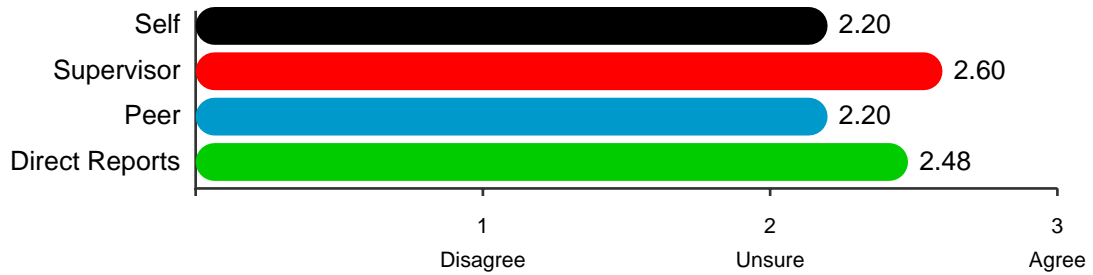
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.00	26.7	27%	47%	27%
42. Understands complex issues and problems.	15	2.13	33.3	20%	47%	33%
43. Able to align resources to meet the business needs of the company.	15	2.20	40.0	20%	40%	40%
44. Considers impact of actions on other areas of the organization.	15	2.20	26.7	7%	67%	27%
45. Asks the 'right' questions to size up or evaluate situations.	15	2.53	60.0	7%	33%	60%

Comments:

- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- I can not say enough good things about _____.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- _____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! _____ has been a great addition to our team!
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.

Organizational Fluency

Summary Scores



46. Gets things done through the department.



47. Understands departmental policies and procedures.



48. Effective in communicating with others within the organization.



49. Understands the current organizational culture.



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



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. Gets things done through the department.	15	2.27	26.7		73%	27%
47. Understands departmental policies and procedures.	15	2.13	26.7	13%	60%	27%
48. Effective in communicating with others within the organization.	15	2.40	40.0		60%	40%
49. Understands the current organizational culture.	15	2.47	46.7		53%	47%
50. Able to explain departmental policies and procedures to others.	15	2.33	46.7	13%	40%	47%

Comments:

- Always available to give us what we need to succeed.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- I appreciate his commitment in this area.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.

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?

- He offers up ideas of how I could have handled something differently in a constructive manner.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- He will always be able to state that he did everything he could, he gives this job his all!
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- Completes variance analysis and identifies corrective actions.
- I have truly appreciated his guidance.

What do you like best about working with this individual?

- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- He has a very engaging style which generates trust and respect.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

What do you like least about working with this individual?

- _____ has a good perspective on the organization as a whole.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- He is very knowledgeable and is always willing to lend a helping hand!
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- _____ is committed to our organization and leads by example.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

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

- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- 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.

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

- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Manager engages in all categories described above as marked.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- 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.

Any final comments?

- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- He is friendly, courteous, and kind all while being very professional.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- 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.