



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.

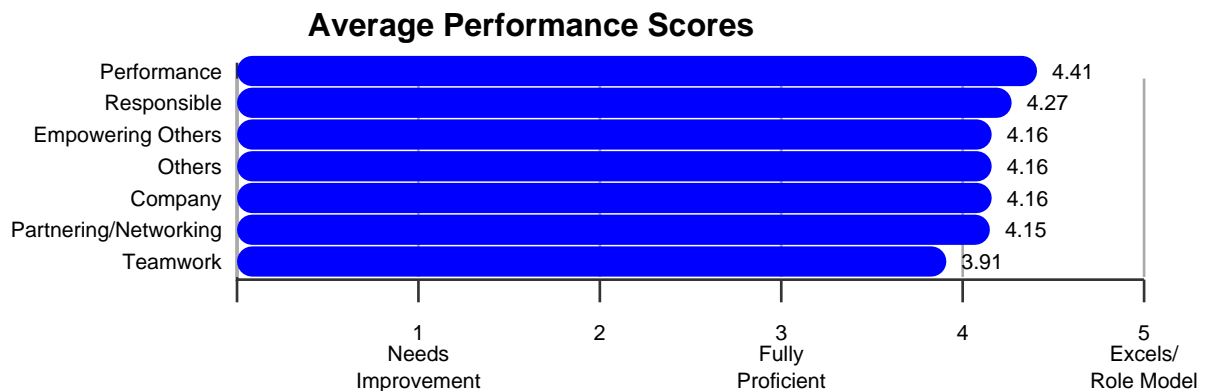
What to Do with Your Feedback

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.



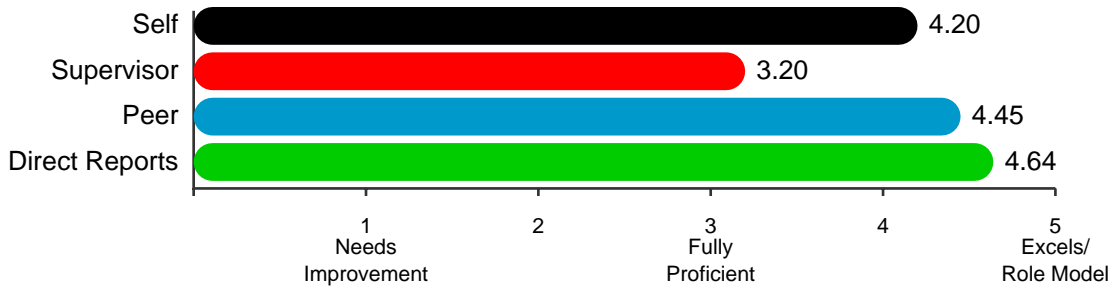
Gap Analysis

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.



Performance

Summary Scores



1. Effectively organizes resources and plans



2. Sets a high standard for job performance.



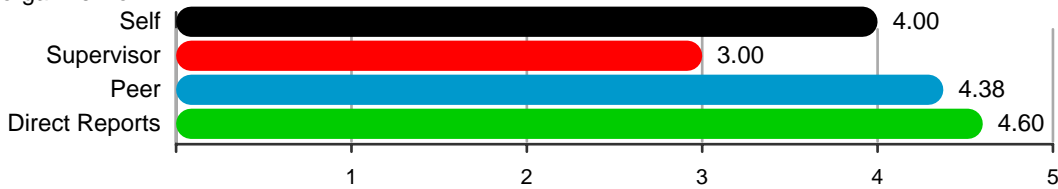
3. Works effectively in the department.



4. Listens and responds to issues and problems



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

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Effectively organizes resources and plans	15	4.20	93.3	7%	67%	27%
2. Sets a high standard for job performance.	15	4.87	100.0	13%	87%	
3. Works effectively in the department.	15	4.27	93.3	7%	60%	33%
4. Listens and responds to issues and problems	15	4.40	86.7	13%	33%	53%
5. Able to organize work.	15	4.33	93.3	7%	53%	40%

Comments:

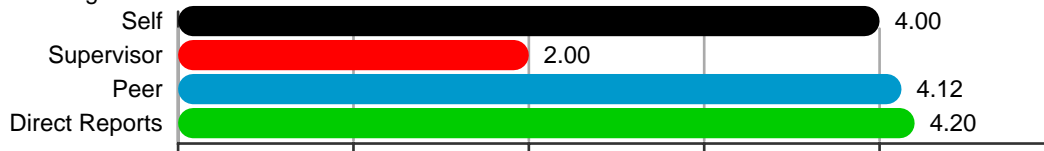
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ___ is the absolute definition of team player.
- She has a calm demeanor and willingness to help with anything.
- We are striving to meet best practice standards.
- ___ does an excellent job in her role.
- ___ 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.

Responsible

Summary Scores



6. Completes assigned work tasks.



7. Works in a way that makes others want to work with her/him.



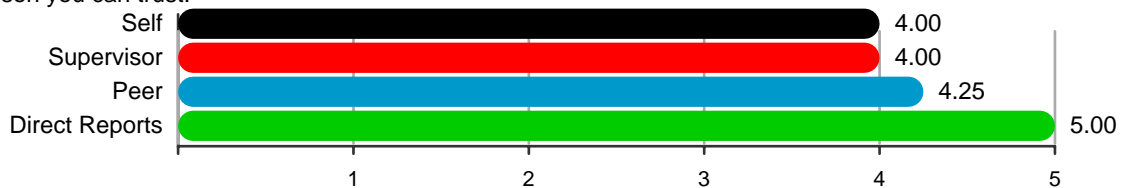
8. ...takes personal responsibility for results.



9. Holds herself / himself accountable to goals / objectives



10. Is a person you can trust.



Level of Skill

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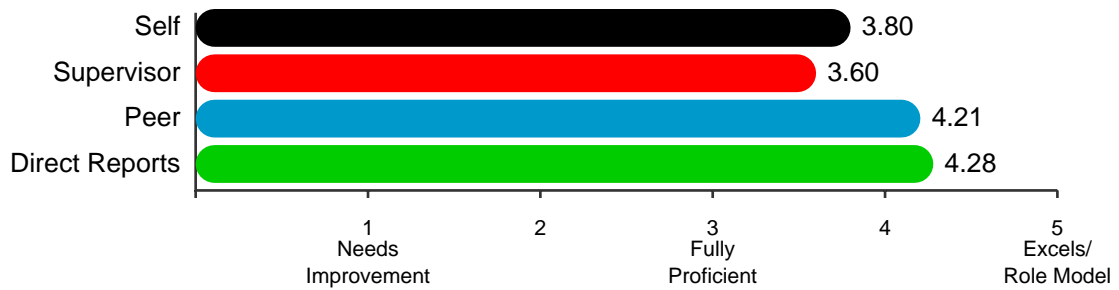
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Completes assigned work tasks.	15	4.00	80.0	7%	13%	53%		27%
7. Works in a way that makes others want to work with her/him.	15	4.07	80.0		20%	53%		27%
8. ...takes personal responsibility for results.	15	4.33	93.3	7%		47%		47%
9. Holds herself / himself accountable to goals / objectives	15	4.47	93.3	7%		40%		53%
10. Is a person you can trust.	15	4.47	93.3	7%		40%		53%

Comments:

- ___ has a strong knowledge base and willingly shares information.
- 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.
- Loyalty. Willingness to get it right.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.

Empowering Others

Summary Scores



11. Gives employees the opportunity to make their own decisions at work.



12. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.



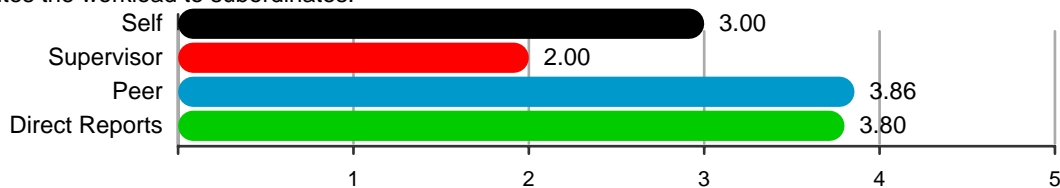
13. Allows the employees to have flexible work schedules.



14. Is confident in the abilities of employees assigned important tasks.



15. Distributes the workload to subordinates.



Level of Skill

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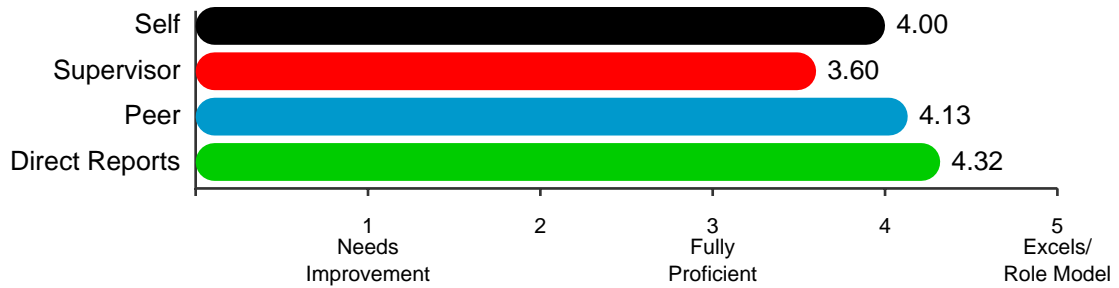
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Gives employees the opportunity to make their own decisions at work.	15	4.60	100.0	40%	60%	
12. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	4.27	100.0	73%	27%	
13. Allows the employees to have flexible work schedules.	15	4.33	100.0	67%	33%	
14. Is confident in the abilities of employees assigned important tasks.	15	3.93	73.3	27%	53%	20%
15. Distributes the workload to subordinates.	14	3.64	57.1	14%	29%	36%

Comments:

- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- ___ exceeds in above in all she does.

Partnering/Networking

Summary Scores



16. Creates the conditions for partnerships to grow and develop.



17. Maintains infrastructure to support partnerships and networks.



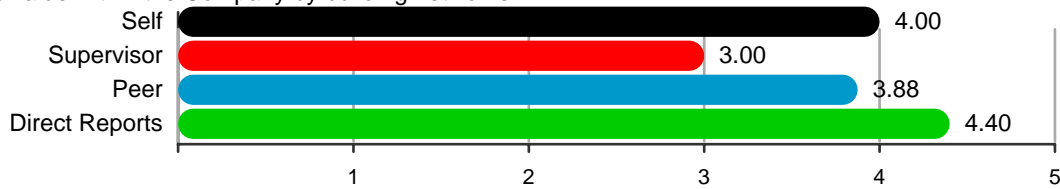
18. Supports and encourages relationships that are created by diverse team members.



19. Collaborates with others to accomplish goals and objectives.



20. Creates value within the Company by building networks.



Level of Skill

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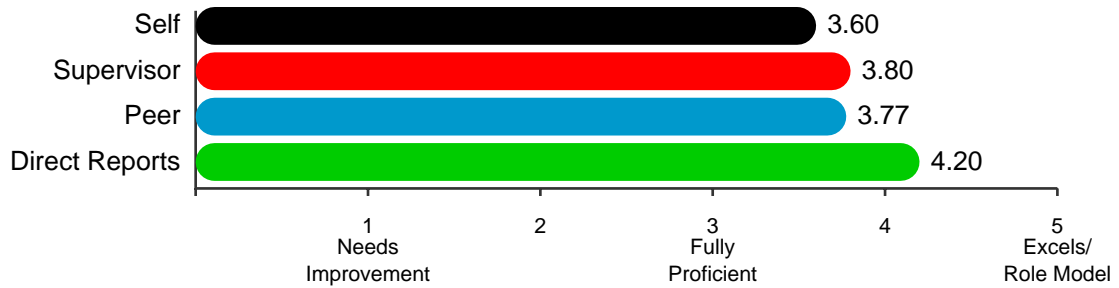
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Creates the conditions for partnerships to grow and develop.	15	4.33	86.7	13%	40%	47%	
17. Maintains infrastructure to support partnerships and networks.	15	4.27	93.3	7%	60%	33%	
18. Supports and encourages relationships that are created by diverse team members.	14	4.00	92.9	7%	86%	7%	
19. Collaborates with others to accomplish goals and objectives.	14	4.14	85.7	7%	7%	50%	36%
20. Creates value within the Company by building networks.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- 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.
- She is a real advocate for the customers. Excellent department and computer skills

Teamwork

Summary Scores



21. Seeks and listens to other's contributions



22. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.



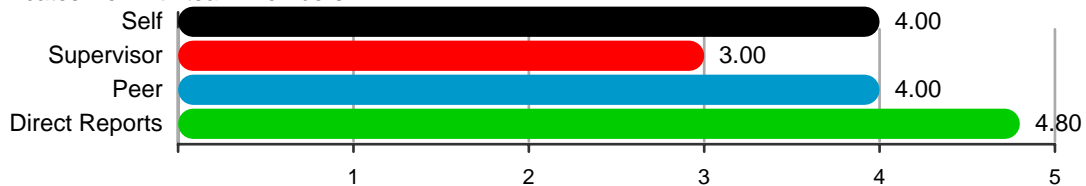
23. Encourages teamwork and collaboration.



24. Comes across as a reliable, committed team member



25. Communicates well with team members.



Level of Skill

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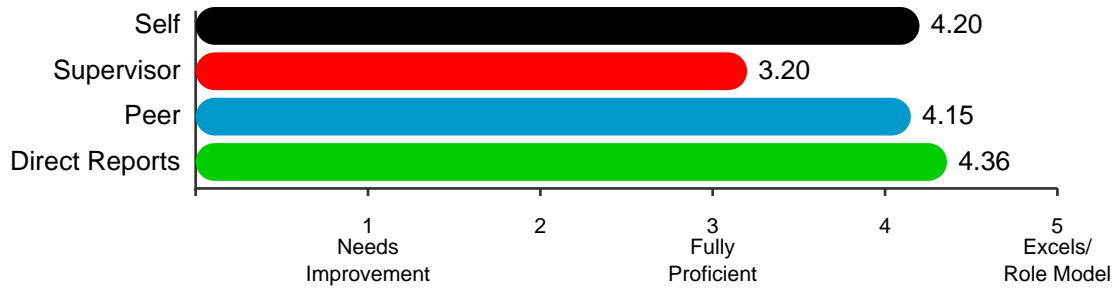
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Seeks and listens to other's contributions	15	4.00	66.7	13%	20%	20%	47%
22. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.47	53.3	13%	33%	47%	7%
23. Encourages teamwork and collaboration.	15	3.60	66.7	13%	20%	60%	7%
24. Comes across as a reliable, committed team member	15	4.27	86.7	7%	7%	40%	47%
25. Communicates well with team members.	15	4.20	80.0	7%	13%	33%	47%

Comments:

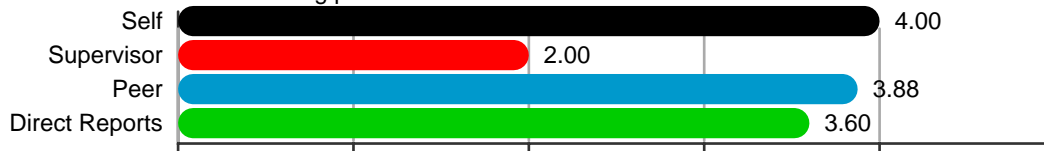
- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- She has confidence in leading and making decisions improving rapidly.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- She communicates clearly, and is always willing to listen attentively.

Others

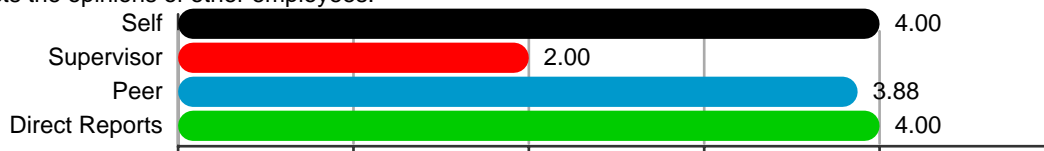
Summary Scores



26. Includes others in the decision making processes.



27. Respects the opinions of other employees.



28. Works effectively with people from other departments.



29. Constructively receives criticism and suggestions from others.



30. Forms working relationships with employees from other departments.



Level of Skill

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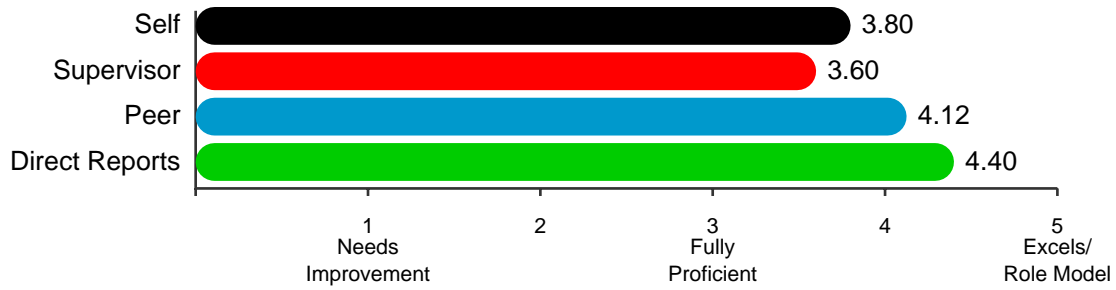
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Includes others in the decision making processes.	15	3.67	66.7	20%	13%	47%		20%
27. Respects the opinions of other employees.	15	3.80	73.3	20%	7%	47%		27%
28. Works effectively with people from other departments.	15	4.33	86.7	13%		40%		47%
29. Constructively receives criticism and suggestions from others.	15	4.67	100.0			33%		67%
30. Forms working relationships with employees from other departments.	15	4.33	100.0			67%		33%

Comments:

- I enjoy working with _____. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- _____ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- _____ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- _____ is highly professional and amazingly skilled at both critical thinking and detail management.

Company

Summary Scores



31. Impresses upon others the important aspects of [Company].



32. Attends [Company] gatherings and social events.



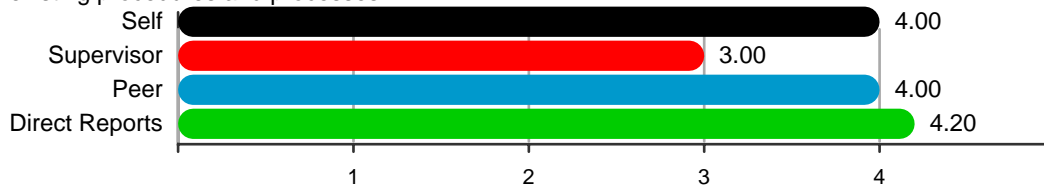
33. Understands the "basics" as to how [Company] functions/operates.



34. Understands how decisions impact other business units beyond their immediate department of work group.



35. Follows existing procedures and processes.



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. Impresses upon others the important aspects of [Company].	15	4.07	80.0	20%	53%	27%
32. Attends [Company] gatherings and social events.	15	4.47	100.0		53%	47%
33. Understands the "basics" as to how [Company] functions/operates.	15	4.13	80.0	20%	47%	33%
34. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.13	86.7	13%	60%	27%
35. Follows existing procedures and processes.	15	4.00	80.0	20%	60%	20%

Comments:

- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She make sure the team effort not only succeed on paper.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- ___ teams with others to improve communication and process.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.

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?

- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- Her focus is for quality that is customer centered.
- 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.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team

What do you like best about working with this individual?

- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- I have not had any issues with ___ since I have been working for her.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- She is open to new ideas and ways to improve the service we provide.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].

What do you like least about working with this individual?

- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.
- ___ has the talent to use different Leadership styles to fit the situation.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.

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

- ___ could also improve her ability to work with the framework of a team. ___ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- ___ is the heart and soul of the pharmacy. She has great vision and she 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.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.

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

- She communicates clearly and responds to request without unnecessary delay.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- ___ has used her strengths to make this department stronger in many ways.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- ___ 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.

Any final comments?

- It has been a pleasure working with ____. Her interactions with customers have improved over the last year.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- I appreciate her commitment in this area.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- ___ 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.