



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.

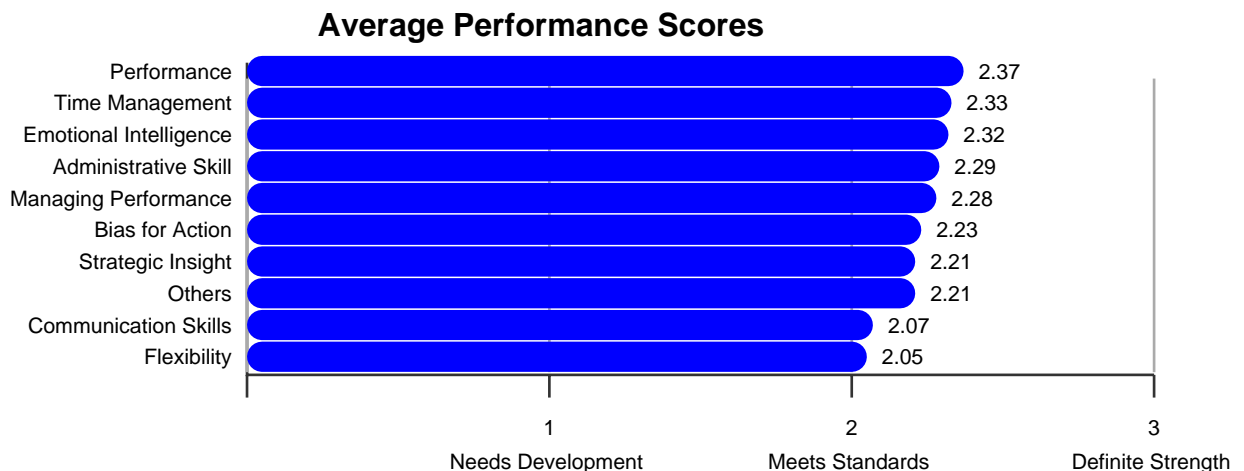
What to Do with Your Feedback

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

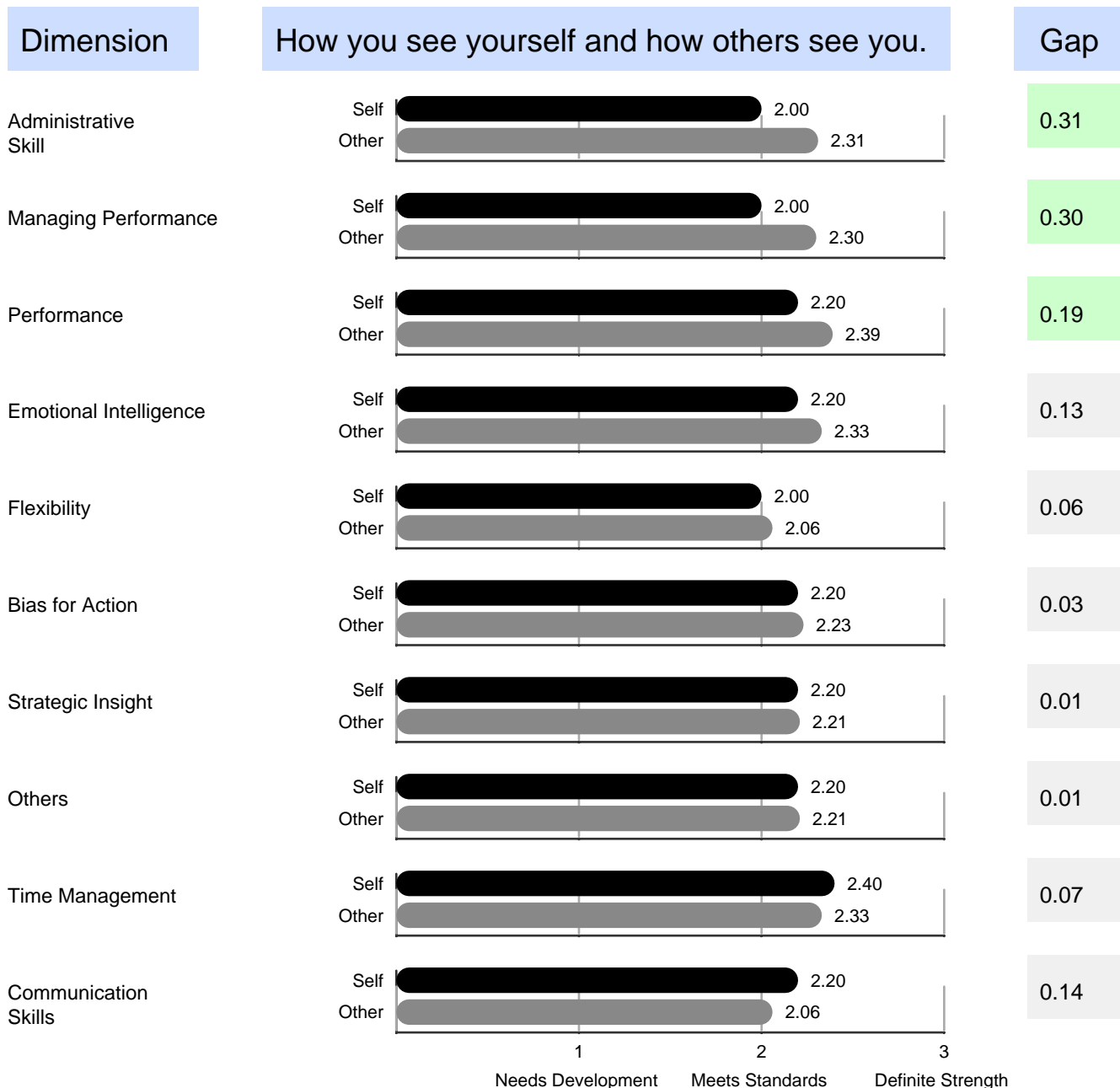
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Performance

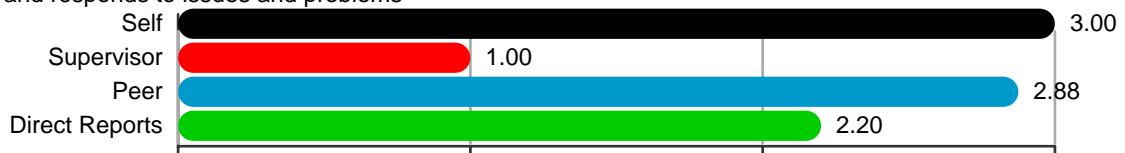
Summary Scores



1. Has great overall performance



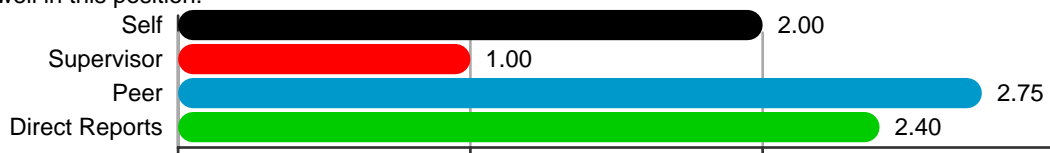
2. Listens and responds to issues and problems



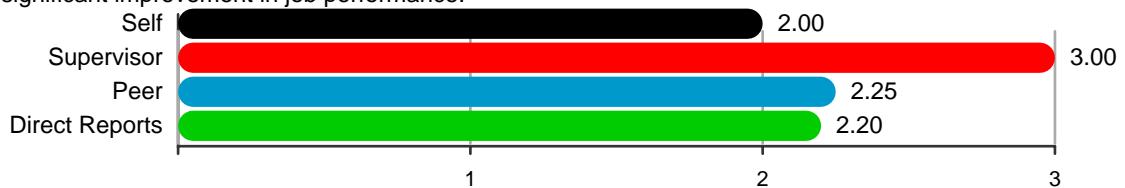
3. ...Produce Quality



4. Works well in this position.



5. Shown significant improvement in job performance.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Has great overall performance	15	2.27	33.3	7%	60%	33%
2. Listens and responds to issues and problems	15	2.53	73.3	20%	7%	73%
3. ...Produce Quality	15	2.33	40.0	7%	53%	40%
4. Works well in this position.	15	2.47	53.3	7%	40%	53%
5. Shown significant improvement in job performance.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ handles every situation in a professional manner and he responds promptly to requests.
- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- I really enjoy his mentorship.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.

Managing Performance

Summary Scores



6. Creates clear standards that are understandable and fair.



7. Establishes indicators to measure levels of performance.



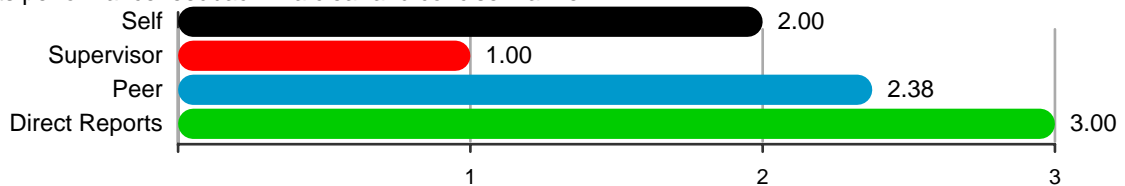
8. Obtains commitment from employees regarding completion of tasks.



9. Reviews job performance shortly after completion of tasks.



10. Presents performance feedback in a clear and concise manner.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Creates clear standards that are understandable and fair.	15	2.13	33.3	20%	47%	33%
7. Establishes indicators to measure levels of performance.	15	2.07	26.7	20%	53%	27%
8. Obtains commitment from employees regarding completion of tasks.	15	2.33	40.0	7%	53%	40%
9. Reviews job performance shortly after completion of tasks.	15	2.40	53.3	13%	33%	53%
10. Presents performance feedback in a clear and concise manner.	15	2.47	60.0	13%	27%	60%

Comments:

- Each member feels they are a part of the team and knows their contribution is valued.
- He is determined to find the answer to any problem or obstacle in his way.
- I envy his versatility in working with a wide variety of issues and topics.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- He has helped make me a better manager through his actions and follow through.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.

Bias for Action

Summary Scores



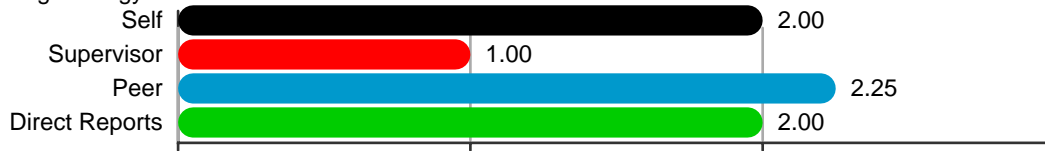
11. Completes a large volume of work.



12. Motivates others to achieve or exceed goals



13. Displays high energy and enthusiasm on consistent basis.



14. Completes work on time



15. Encourages risk taking and experimentation to improve performance



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Completes a large volume of work.	15	2.33	40.0	7%	53%	40%
12. Motivates others to achieve or exceed goals	15	2.07	20.0	13%	67%	20%
13. Displays high energy and enthusiasm on consistent basis.	15	2.07	26.7	20%	53%	27%
14. Completes work on time	15	2.27	40.0	13%	47%	40%
15. Encourages risk taking and experimentation to improve performance	14	2.43	50.0	7%	43%	50%

Comments:

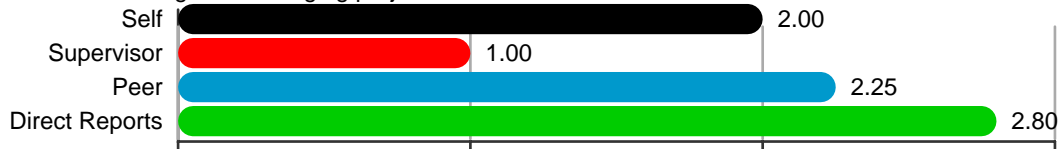
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- _____ is the absolute definition of team player.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- Always has the company's best interest at heart.

Administrative Skill

Summary Scores



16. Enthusiastic about taking on challenging projects.



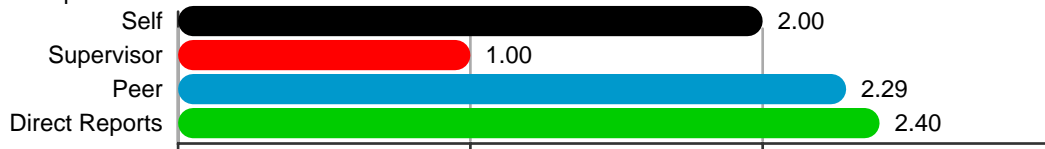
17. Accurately implements contract provisions.



18. High attention to detail.



19. Completes reports on-time.



20. Takes responsibility for decisions.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Enthusiastic about taking on challenging projects.	15	2.33	46.7	13%	40%	47%
17. Accurately implements contract provisions.	15	2.33	40.0	7%	53%	40%
18. High attention to detail.	14	2.00	14.3	14%	71%	14%
19. Completes reports on-time.	14	2.21	42.9	21%	36%	43%
20. Takes responsibility for decisions.	15	2.53	60.0	7%	33%	60%

Comments:

- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- He includes appropriate people in his decisions and follows through on decisions made.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- I have truly appreciated his guidance.
- Has one of the strongest work ethics I've ever encountered in a team member.
- _____ has been very supportive as a supervisor.

Time Management

Summary Scores



21. Leaves time in the schedule for unplanned contingencies.



22. Prioritizes new tasks according to their relative importance.



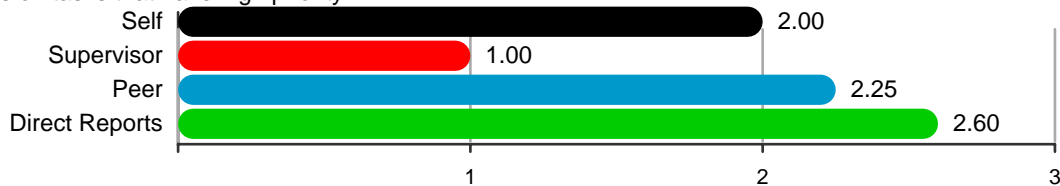
23. Uses agendas when chairing or facilitating meetings.



24. Does not procrastinate.



25. Focuses on tasks that have high priority.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Leaves time in the schedule for unplanned contingencies.	15	2.60	66.7	7%	27%	67%
22. Prioritizes new tasks according to their relative importance.	15	2.33	40.0	7%	53%	40%
23. Uses agendas when chairing or facilitating meetings.	15	2.07	20.0	13%	67%	20%
24. Does not procrastinate.	15	2.40	53.3	13%	33%	53%
25. Focuses on tasks that have high priority.	15	2.27	53.3	27%	20%	53%

Comments:

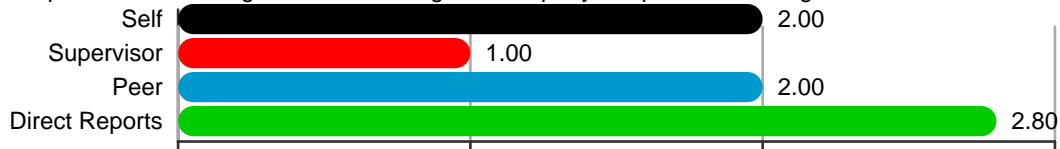
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- Detail oriented
- _____ has been very supportive of me and the Institute.
- Expectations are not always clearly communicated/outlined.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- He collaborates with all departments and operates under shared governance.

Strategic Insight

Summary Scores



26. Formulates policies and strategies for addressing the Company's important challenges.



27. Identifies root causes of problems.



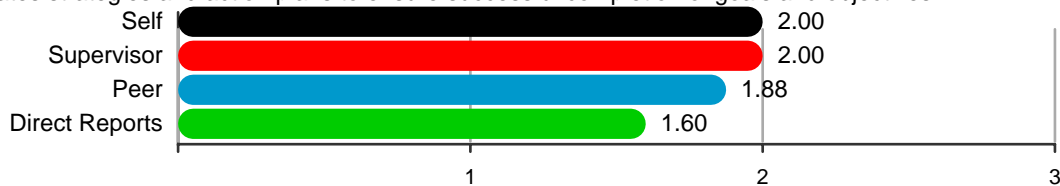
28. Maintains knowledge of current trends in the industry.



29. Identifies potential problems before they become critical incidents.



30. Formulates strategies and action plans to ensure successful completion of goals and objectives.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Formulates policies and strategies for addressing the Company's important challenges.	15	2.20	33.3	13%	53%	33%
27. Identifies root causes of problems.	15	2.00	26.7	27%	47%	27%
28. Maintains knowledge of current trends in the industry.	15	2.47	53.3	7%	40%	53%
29. Identifies potential problems before they become critical incidents.	15	2.60	60.0		40%	60%
30. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	1.80	13.3	33%	53%	13%

Comments:

- He make sure the team effort not only succeed on paper.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- _____ is a rock amongst the management at [CompanyName].
- _____ 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.
- Job performance is excellent. Lucky to have _____ on our team.

Communication Skills

Summary Scores



31. Asks follow-up questions as needed.



32. Delivers influential presentations.



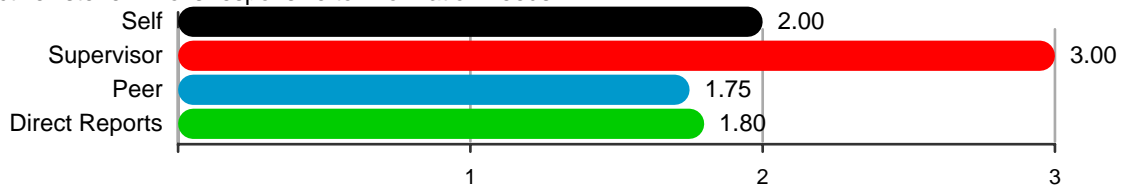
33. Listens to others' points of view with an open mind



34. Able to deliver presentations.



35. An effective listener who is responsive to information needs.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Asks follow-up questions as needed.	15	2.13	33.3	20%	47%	33%
32. Delivers influential presentations.	15	2.13	33.3	20%	47%	33%
33. Listens to others' points of view with an open mind	15	2.07	33.3	27%	40%	33%
34. Able to deliver presentations.	15	2.13	26.7	13%	60%	27%
35. An effective listener who is responsive to information needs.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- _____ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.

Flexibility

Summary Scores



36. Works effectively during periods of change.



37. Implements changes as a result of having listened to employees



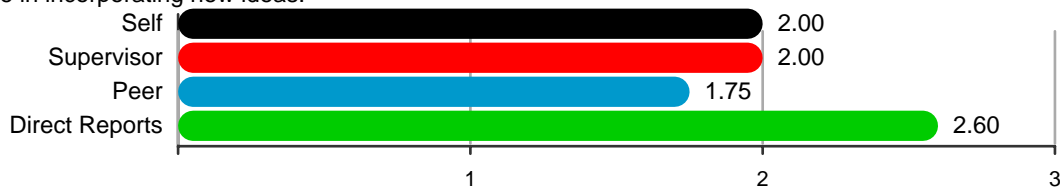
38. Adapts to new organizational structures, policies, or procedures.



39. Identifies new opportunities to achieve goals



40. Effective in incorporating new ideas.



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 Development) to green (Definite Strength).

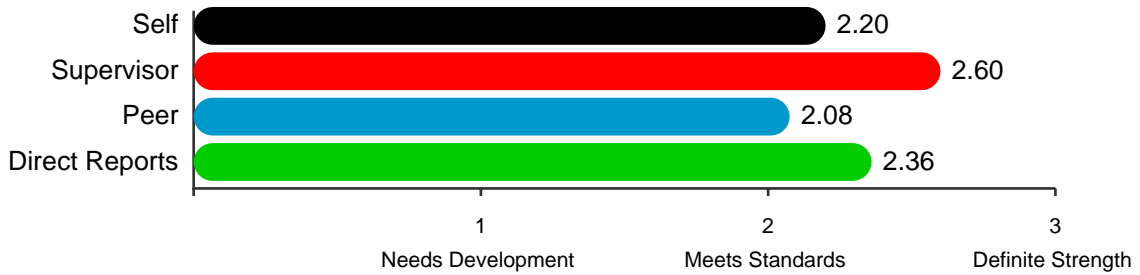
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Works effectively during periods of change.	15	1.87	20.0	33%	47%	20%
37. Implements changes as a result of having listened to employees	15	1.93	13.3	20%	67%	13%
38. Adapts to new organizational structures, policies, or procedures.	15	2.07	33.3	27%	40%	33%
39. Identifies new opportunities to achieve goals	15	2.33	33.3		67%	33%
40. Effective in incorporating new ideas.	15	2.07	33.3	27%	40%	33%

Comments:

- He sets a good example for personal growth.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- 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.
- 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.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- Ready to tackle any given problem and help others finish 1st

Others

Summary Scores



41. Is able to see issues from others' perspectives.



42. Helpful



43. Constructively receives criticism and suggestions from others.



44. Works effectively with people from other departments.



45. Consistently demonstrates ability and willingness to trust 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Is able to see issues from others' perspectives.	15	2.00	26.7	27%	47%	27%
42. Helpful	15	2.13	33.3	20%	47%	33%
43. Constructively receives criticism and suggestions from others.	15	2.20	40.0	20%	40%	40%
44. Works effectively with people from other departments.	15	2.20	26.7	7%	67%	27%
45. Consistently demonstrates ability and willingness to trust others.	15	2.53	60.0	7%	33%	60%

Comments:

- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- _____ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- _____ is trusting his team, and expecting high standards of behavior from all employees.
- He consistently conducts himself with professionalism and represents our unit well.

Emotional Intelligence

Summary Scores



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



47. Is able to express themselves clearly.



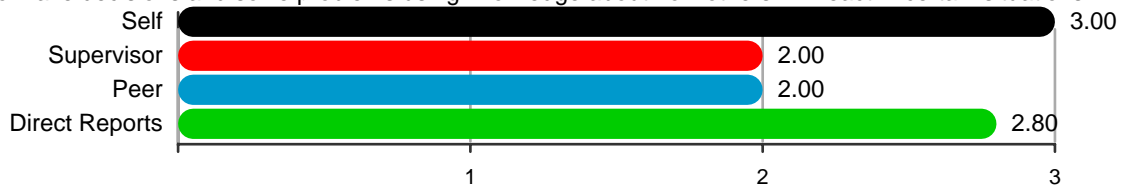
48. Able to understand others' points of view.



49. Is able to manage their own emotions.



50. Helps to make decisions and solve problems using knowledge about how others will react in certain 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.27	26.7		73%	27%
47. Is able to express themselves clearly.	15	2.13	26.7	13%	60%	27%
48. Able to understand others' points of view.	15	2.40	40.0		60%	40%
49. Is able to manage their own emotions.	15	2.47	46.7		53%	47%
50. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	46.7	13%	40%	47%

Comments:

- He could help teammates by becoming more proficient in some areas.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- I can't think of a single thing _____ could improve upon.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.

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?

- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- He consistently conducts himself with professionalism and represents our unit well.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.

What do you like best about working with this individual?

- Seek feedback from everyone at least once a month to assist in growing relationship.
- Always looking for ways to grow as a person. Inspires others to do the same.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- I am impressed with his commitment to task and job knowledge.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.

What do you like least about working with this individual?

- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- I have observed _____ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.

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

- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- _____ 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.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- _____ is a hands on leader in our program.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

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

- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- I have not had any issues with _____ since I have been working for him.
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.
- I would like to see his expand personal long-term goals at the company.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.

Any final comments?

- _____ encourages our staff to strive to be the best that we can be.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- He has been both a great co-worker and mentor to me.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ has been eager to learn his new position and is transitioning well.