



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

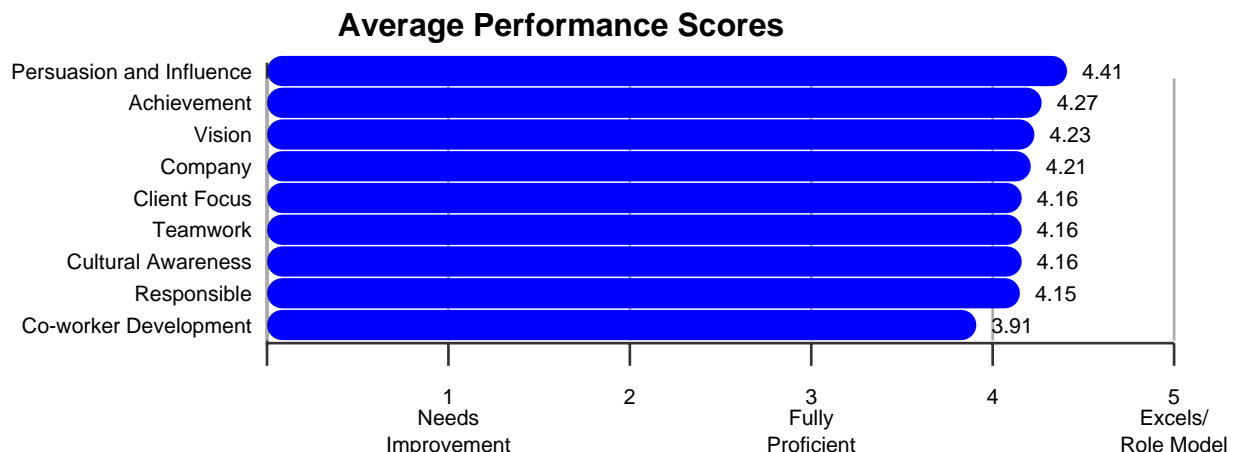
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

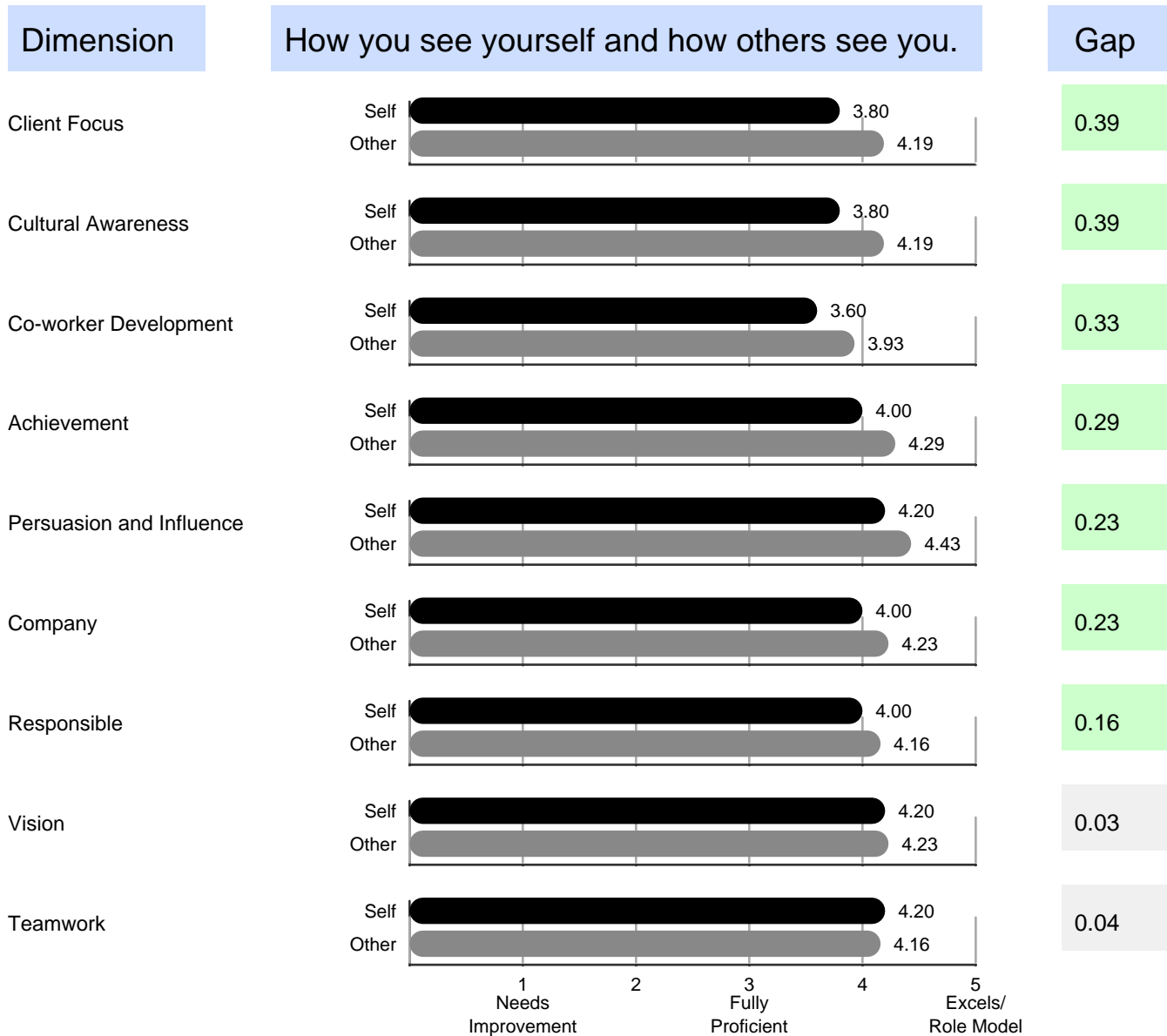
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



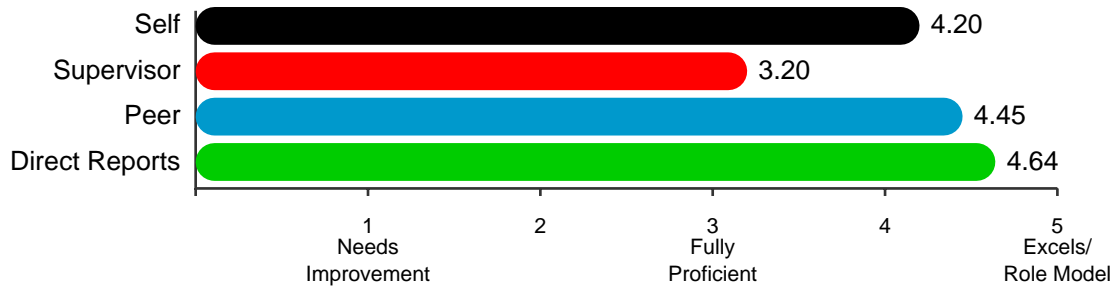
Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Persuasion and Influence

Summary Scores



1. Communicates effectively with others.



2. Develops a good rapport with others.



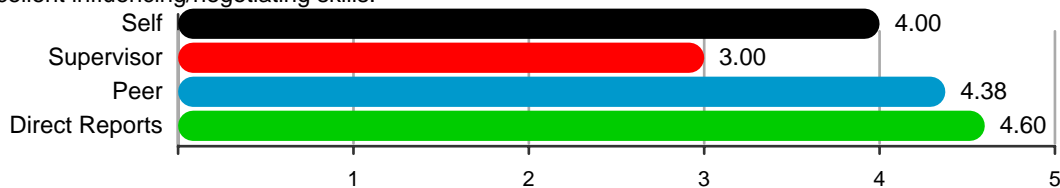
3. Understanding what others need.



4. Seeks to obtain consensus or compromise.



5. Has excellent influencing/negotiating skills.



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. Communicates effectively with others.	15	4.20	93.3	7%	67%	27%
2. Develops a good rapport with others.	15	4.87	100.0	13%	87%	
3. Understanding what others need.	15	4.27	93.3	7%	60%	33%
4. Seeks to obtain consensus or compromise.	15	4.40	86.7	13%	33%	53%
5. Has excellent influencing/negotiating skills.	15	4.33	93.3	7%	53%	40%

Comments:

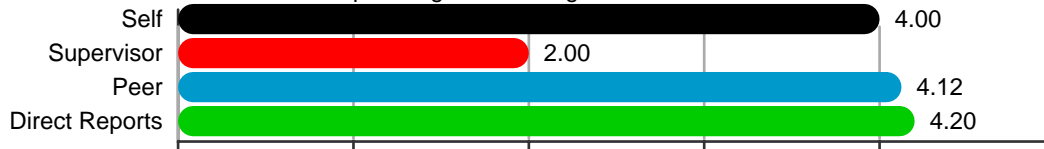
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.

Achievement

Summary Scores



6. Allocates resources as needed to accomplish organizational goals.



7. Makes use of talents of others to help achieve a high level of performance.



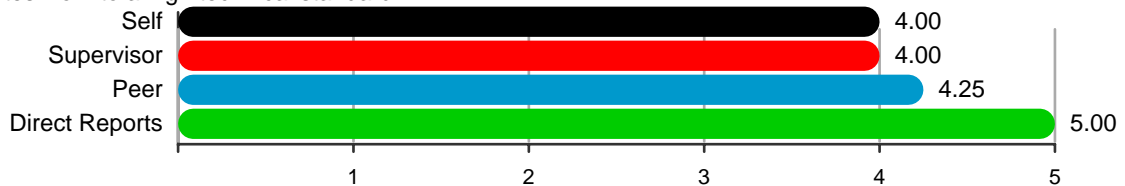
8. Demonstrates improvement in performance.



9. Establishes stretch goals to advance skills and output.



10. Completes work to a high technical standard



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
6. Allocates resources as needed to accomplish organizational goals.	15	4.00	80.0	7%	13%	53%	27%
7. Makes use of talents of others to help achieve a high level of performance.	15	4.07	80.0		20%	53%	27%
8. Demonstrates improvement in performance.	15	4.33	93.3	7%		47%	47%
9. Establishes stretch goals to advance skills and output.	15	4.47	93.3	7%		40%	53%
10. Completes work to a high technical standard	15	4.47	93.3	7%		40%	53%

Comments:

- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.

Client Focus

Summary Scores



11. Is pro-active in dealing with clients and addressing their needs.



12. Forms strong client relationships



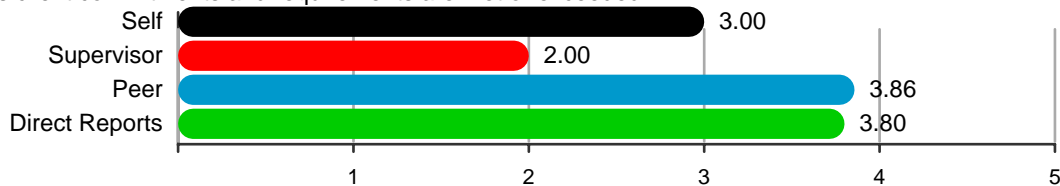
13. Looks for opportunities that have a positive impact on Clients.



14. Maintains strong relationships with clients.



15. Ensures client commitments and requirements are met or exceeded



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).

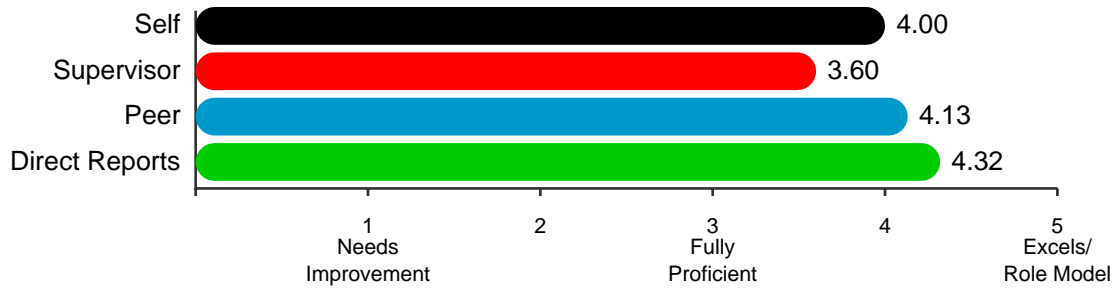
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Is pro-active in dealing with clients and addressing their needs.	15	4.60	100.0	40%	60%	
12. Forms strong client relationships	15	4.27	100.0	73%		27%
13. Looks for opportunities that have a positive impact on Clients.	15	4.33	100.0	67%		33%
14. Maintains strong relationships with clients.	15	3.93	73.3	27%	53%	20%
15. Ensures client commitments and requirements are met or exceeded	14	3.64	57.1	14%	29%	36%

Comments:

- Her communication techniques are clear and to the point which is very much appreciated.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- She inspires us to remember that as leaders, anything's possible.
- ___ is an excellent communicator and is very open and supportive to her staff.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.

Responsible

Summary Scores



16. Acts as a resource without removing individual responsibility.



17. Sets high personal standards of performance.



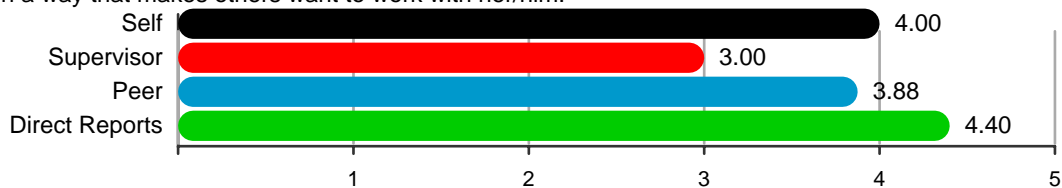
18. Completes assigned work tasks.



19. Is a person you can trust.



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



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).

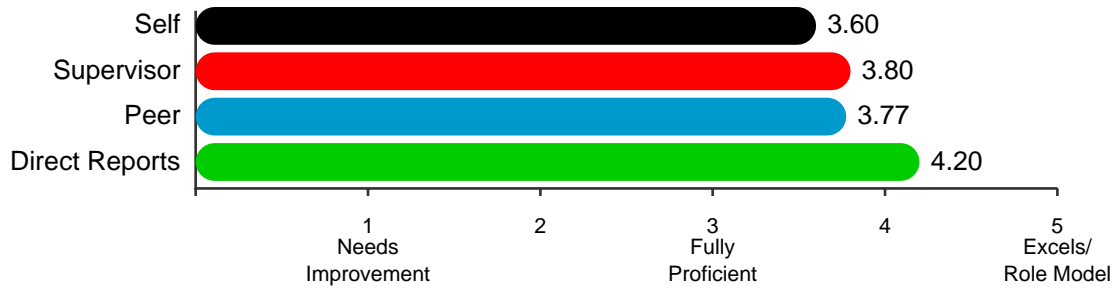
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Acts as a resource without removing individual responsibility.	15	4.33	86.7	13%	40%	47%	
17. Sets high personal standards of performance.	15	4.27	93.3	7%	60%	33%	
18. Completes assigned work tasks.	14	4.00	92.9	7%	86%	7%	
19. Is a person you can trust.	14	4.14	85.7	7%	7%	50%	36%
20. Works in a way that makes others want to work with her/him.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- She seems to be well respected from members of her own team as well.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- She takes the time to explain to staff the rationale of changes being made.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.

Co-worker Development

Summary Scores



21. Provides ongoing feedback to co-workers on their development progress



22. Works to identify root causes of performance problems



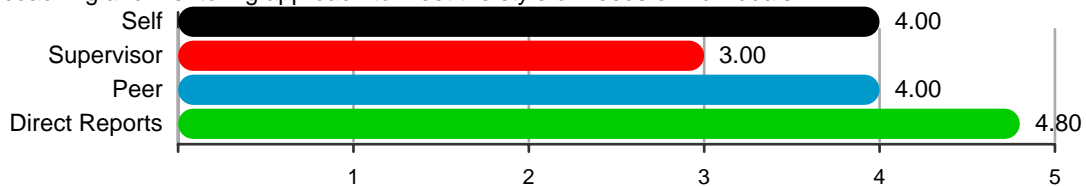
23. Sets and clearly communicates expectations, performance goals, and measurements to others



24. Takes immediate action on poor performance



25. Adapts coaching and mentoring approach to meet the style or needs of 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).

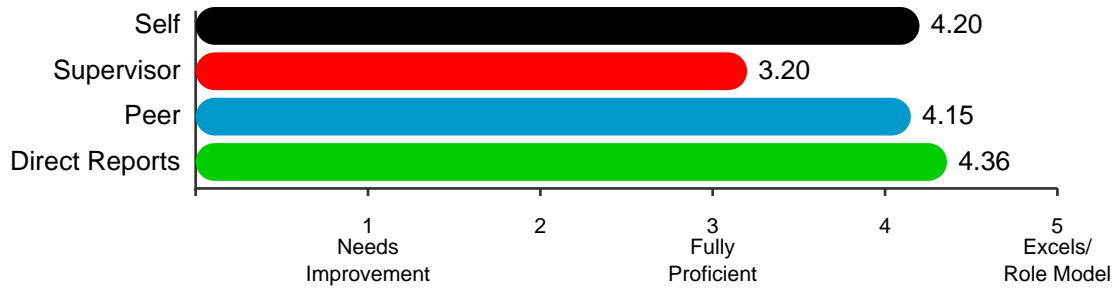
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Provides ongoing feedback to co-workers on their development progress	15	4.00	66.7	13%	20%	20%	47%	
22. Works to identify root causes of performance problems	15	3.47	53.3	13%	33%	47%	7%	
23. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.60	66.7	13%	20%	60%	7%	
24. Takes immediate action on poor performance	15	4.27	86.7	7%	7%	40%	47%	
25. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.20	80.0	7%	13%	33%	47%	

Comments:

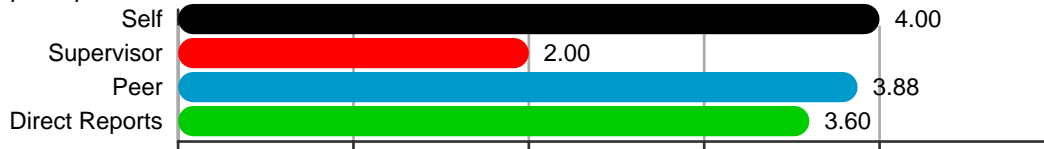
- There are two items above that will be part of my goals for the coming year.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- I can't think of a single thing ___ could improve upon.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.

Teamwork

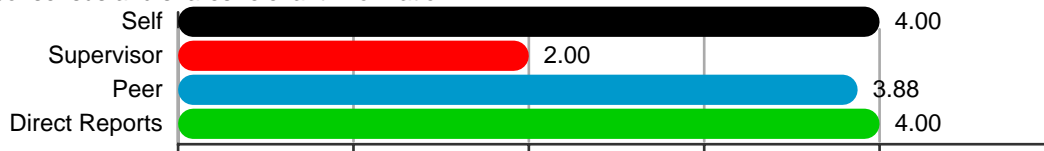
Summary Scores



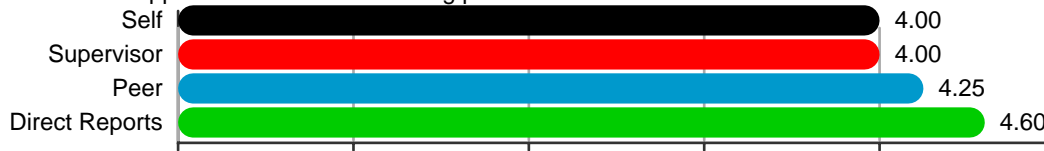
26. Actively participates as a team member



27. Builds consensus and shares relevant information.



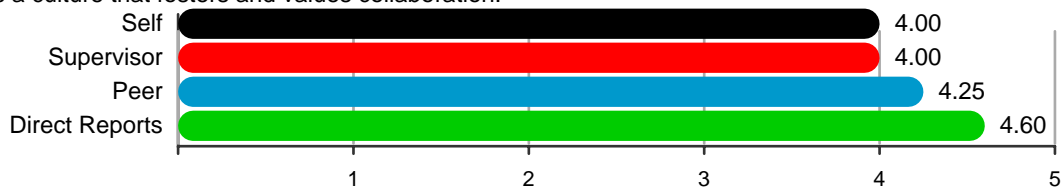
28. Contributes to and supports team decision-making process



29. Fosters teamwork rather than individual competition



30. Creates a culture that fosters and values collaboration.



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).

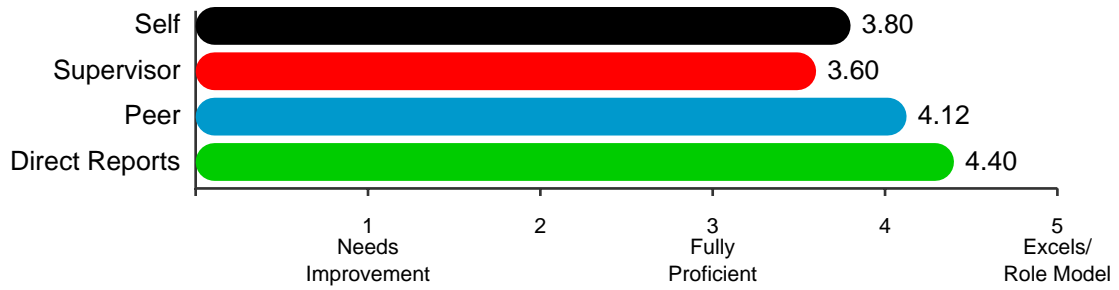
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Actively participates as a team member	15	3.67	66.7	20%	13%	47%		20%
27. Builds consensus and shares relevant information.	15	3.80	73.3	20%	7%	47%		27%
28. Contributes to and supports team decision-making process	15	4.33	86.7		13%	40%		47%
29. Fosters teamwork rather than individual competition	15	4.67	100.0			33%		67%
30. Creates a culture that fosters and values collaboration.	15	4.33	100.0			67%		33%

Comments:

- She is a charismatic leader. Really the best!!
- ___ has high expectations of herself and her employees. She does an excellent job of managing the department.
- Employees were not encouraged to do anything besides come to work.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

Cultural Awareness

Summary Scores



31. Respects others regardless of age, race, gender, nationality, or disability.



32. Encourages a work environment where individual differences are valued.



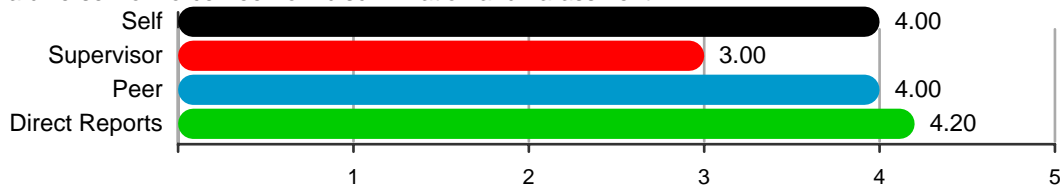
33. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



34. Shows respect in daily interactions



35. Fosters a diverse workforce free from discrimination and harassment.



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).

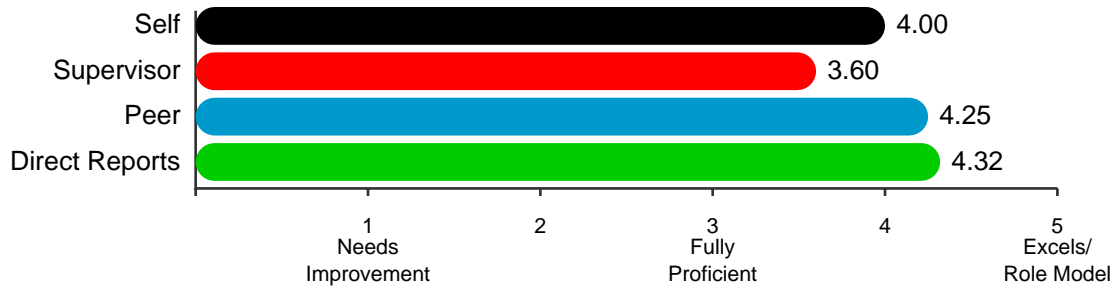
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Respects others regardless of age, race, gender, nationality, or disability.	15	4.07	80.0	20%	53%	27%
32. Encourages a work environment where individual differences are valued.	15	4.47	100.0		53%	47%
33. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	4.13	80.0	20%	47%	33%
34. Shows respect in daily interactions	15	4.13	86.7	13%	60%	27%
35. Fosters a diverse workforce free from discrimination and harassment.	15	4.00	80.0	20%	60%	20%

Comments:

- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- Participates in training to learn Core Competency processes.
- ___ has high expectation of staff, but provides the support needed for success. She 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.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.

Company

Summary Scores



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



37. Understands the use of [Company] products and services.



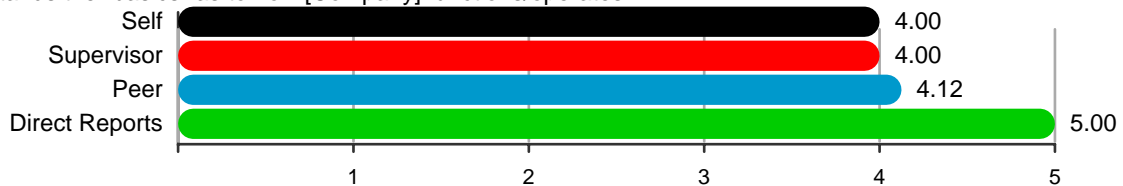
38. Attends [Company] gatherings and social events.



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



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



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).

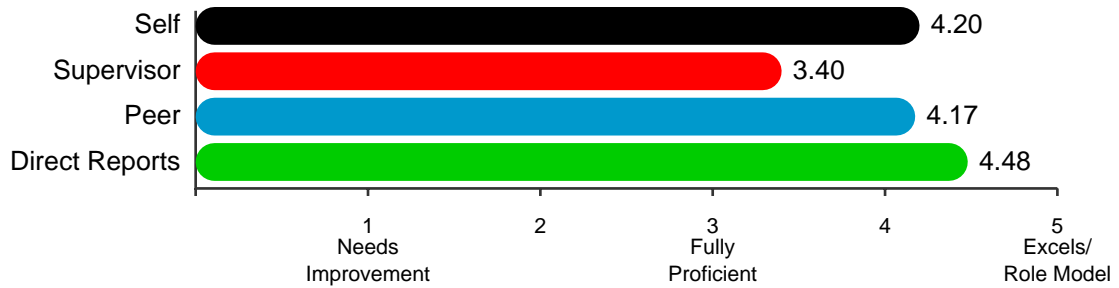
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.33	100.0			67%		33%
37. Understands the use of [Company] products and services.	15	3.93	80.0	13%	7%	53%		27%
38. Attends [Company] gatherings and social events.	15	4.27	86.7	13%		47%		40%
39. Impresses upon others the important aspects of [Company].	15	4.13	86.7	13%		60%		27%
40. Understands the "basics" as to how [Company] functions/operates.	15	4.40	93.3	7%		47%		47%

Comments:

- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.

Vision

Summary Scores



41. Clearly articulates a vision for his/her work and inspires others to support it



42. Persuades others to follow the Company's vision.



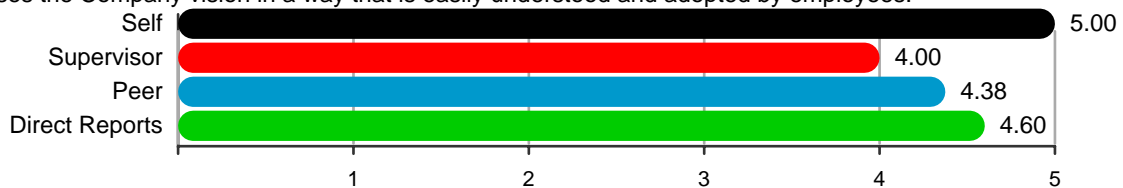
43. Demonstrates consistency between words and actions



44. Understands the vision of the Company and promotes it ahead of any self-interests.



45. Expresses the Company vision in a way that is easily understood and adopted by 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
41. Clearly articulates a vision for his/her work and inspires others to support it	15	4.33	93.3	7%	53%	40%
42. Persuades others to follow the Company's vision.	15	4.20	80.0	20%	40%	40%
43. Demonstrates consistency between words and actions	15	4.13	86.7	13%	60%	27%
44. Understands the vision of the Company and promotes it ahead of any self-interests.	15	4.00	86.7	13%	73%	13%
45. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	4.47	93.3	7%	40%	53%

Comments:

- I appreciate ___'s willingness to share her knowledge with our team.
- ___ sets high standards for those she works with and expects the same of herself.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- ___ is very responsive and provides great support service.

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?

- When dealing with HR issues my HR business partner is always involved.
- ___ sets high standards for those she works with and expects the same of herself.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ is very professional in dealing with her peers and the staff.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.

What do you like best about working with this individual?

- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- ___ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contributions to the department.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- Set clear expectations for others.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.

What do you like least about working with this individual?

- I think ___ works really hard to engage with everyone of us.
- The department is lucky to have her.
- Communicate regularly with the whole company, not just one department.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She encourages individual and professional improvement and provides educational opportunities.
- Need to continue to engage staff in team development and role clarification.

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

- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- She is a great teammate!
- I honestly cannot think of anything that she could improve on.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- Is always available to assist with issues, all scopes business or personal.

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

- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- 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.
- She is a great teammate!
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.

Any final comments?

- Her positive attitude is constant.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- She strives to be an effective and available leader.
- Good Team Player! Good decision making skills. A hard worker.
- She takes the time to explain to staff the rationale of changes being made.
- Has one of the strongest work ethics I've ever encountered in a team member.