



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.

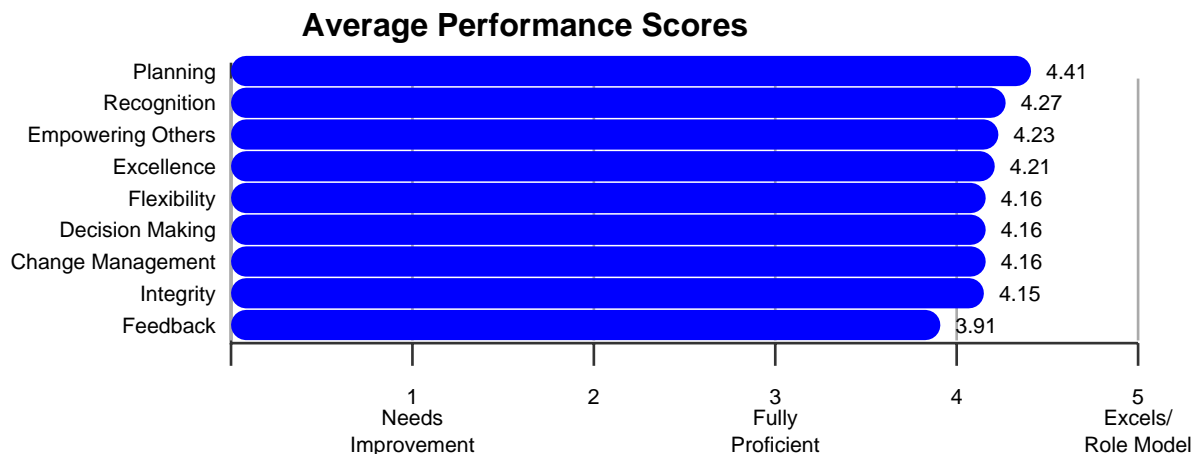
What to Do with Your Feedback

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

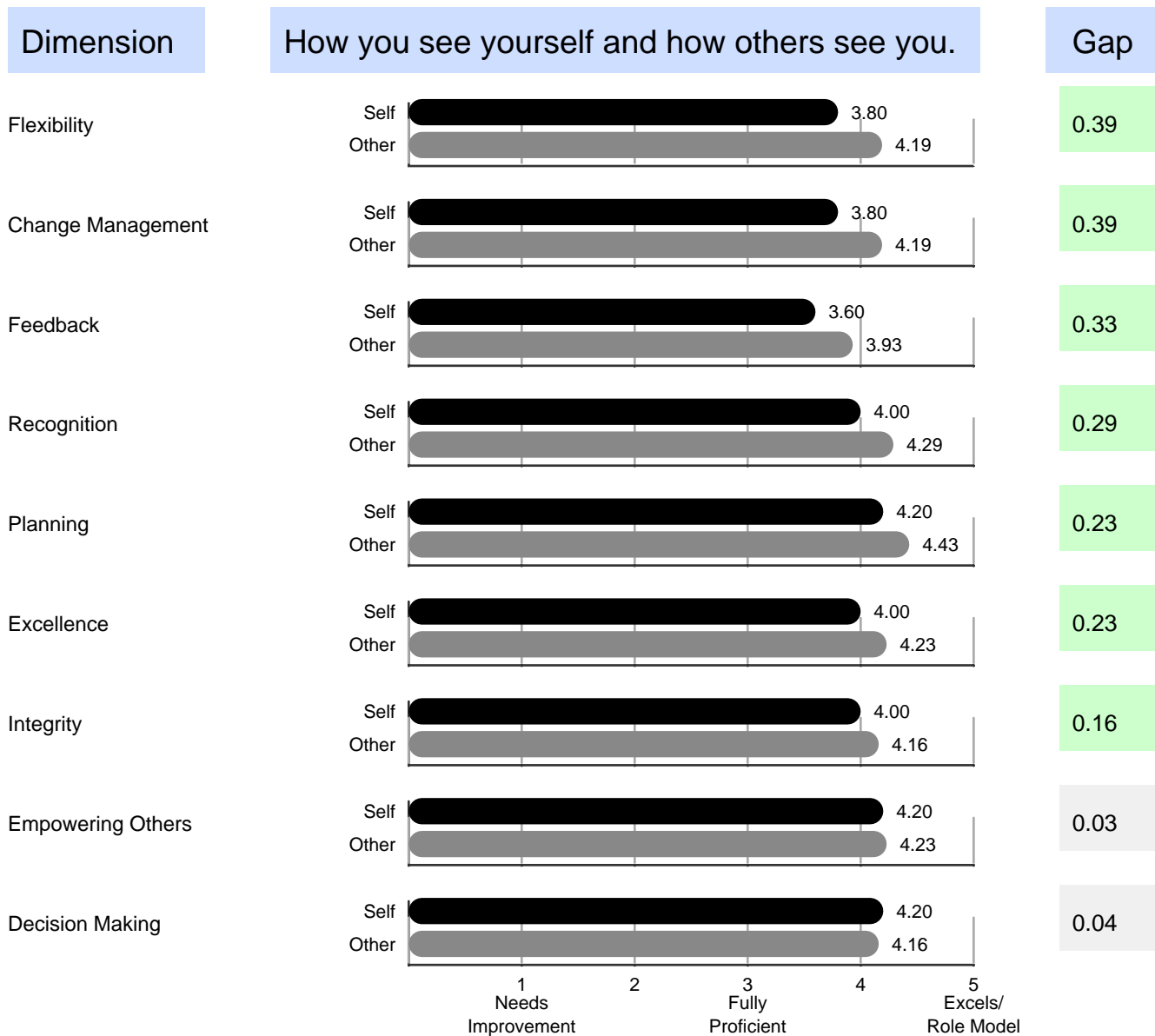
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Planning

Summary Scores



1. Anticipates obstacles and ways to overcome them.



2. Works in an organized manner



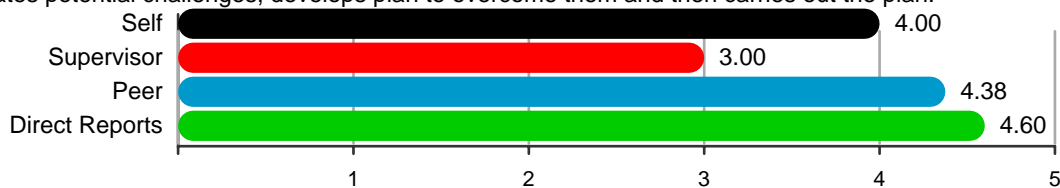
3. Makes plans and follows through.



4. Able to identify the needs of the department before a major change.



5. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



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. Anticipates obstacles and ways to overcome them.	15	4.20	93.3	7%	67%	27%
2. Works in an organized manner	15	4.87	100.0	13%	87%	
3. Makes plans and follows through.	15	4.27	93.3	7%	60%	33%
4. Able to identify the needs of the department before a major change.	15	4.40	86.7	13%	33%	53%
5. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	4.33	93.3	7%	53%	40%

Comments:

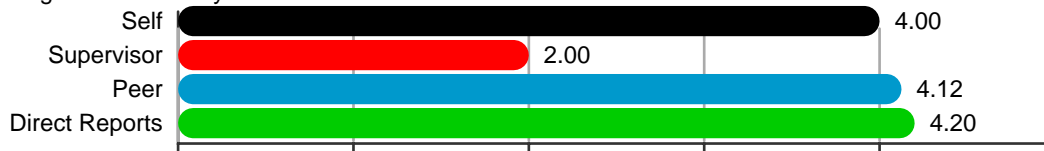
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- Always has the company's best interest at heart.
- Dedicated to the customer and community, she is worth her weight in gold.
- She knows product and how to engage potential clients.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Under her leadership, the department teams have become very cohesive.

Recognition

Summary Scores



6. Offers recognition in a timely manner.



7. Makes people around them feel appreciated and valued.



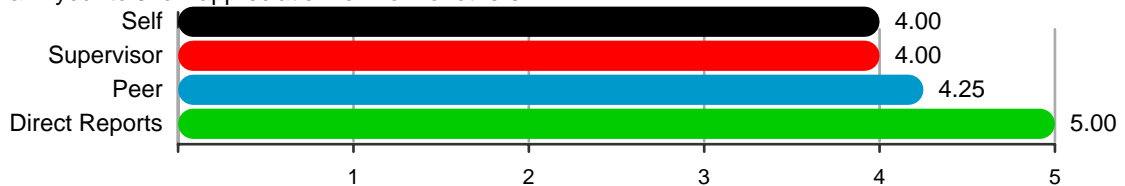
8. Is sincerely interested in the suggestions of co-workers



9. Recognizes the abilities and skills of self and others



10. Says "thank you" to show appreciation for work of 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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Offers recognition in a timely manner.	15	4.00	80.0	7%	13%	53%	27%
7. Makes people around them feel appreciated and valued.	15	4.07	80.0		20%	53%	27%
8. Is sincerely interested in the suggestions of co-workers	15	4.33	93.3	7%		47%	47%
9. Recognizes the abilities and skills of self and others	15	4.47	93.3	7%		40%	53%
10. Says "thank you" to show appreciation for work of others.	15	4.47	93.3	7%		40%	53%

Comments:

- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- ___ does an exceptional job at running the department.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- Each member feels they are a part of the team and knows their contribution is valued.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

Flexibility

Summary Scores



11. Open to the perspectives/viewpoints of others.



12. Is open to alternative ways to accomplish goals



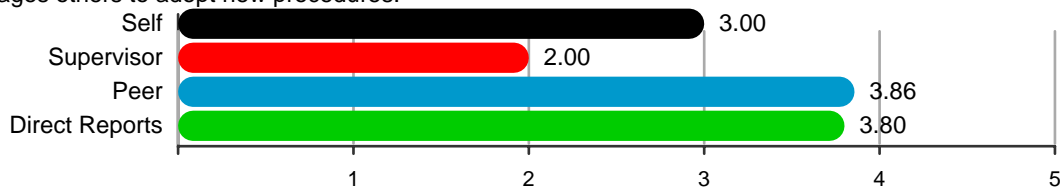
13. Adapts to circumstances as needed.



14. Identifies new opportunities to achieve goals



15. Encourages others to adopt new procedures.



Level of Skill

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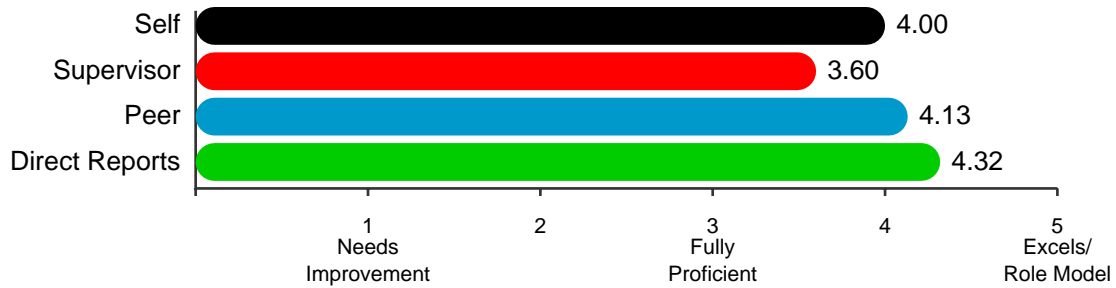
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Open to the perspectives/viewpoints of others.	15	4.60	100.0	40%	60%	
12. Is open to alternative ways to accomplish goals	15	4.27	100.0	73%	27%	
13. Adapts to circumstances as needed.	15	4.33	100.0	67%	33%	
14. Identifies new opportunities to achieve goals	15	3.93	73.3	27%	53%	20%
15. Encourages others to adopt new procedures.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- 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.
- Communication to staff has greatly improved.
- ___ is a valuable resource to the organization and the team.
- ___ takes pride in her department. Her follow through is excellent. ___ leads be example.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- You can count on ___ to be honest and stay true to committments.

Integrity

Summary Scores



16. Develops trust and confidence from others.



17. Establishes relationships of trust, honesty, fairness, and integrity.



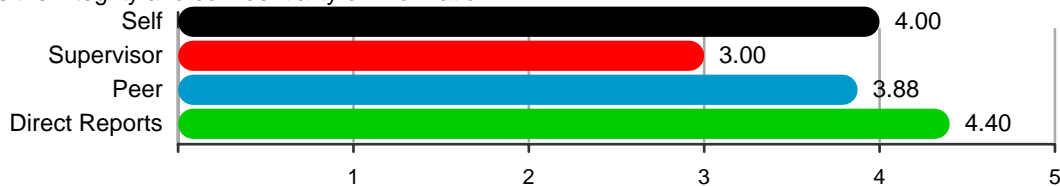
18. Demonstrates sincerity in actions with others.



19. Fosters a high standard of ethics and integrity.



20. Protects the integrity and confidentiality of information



Level of Skill

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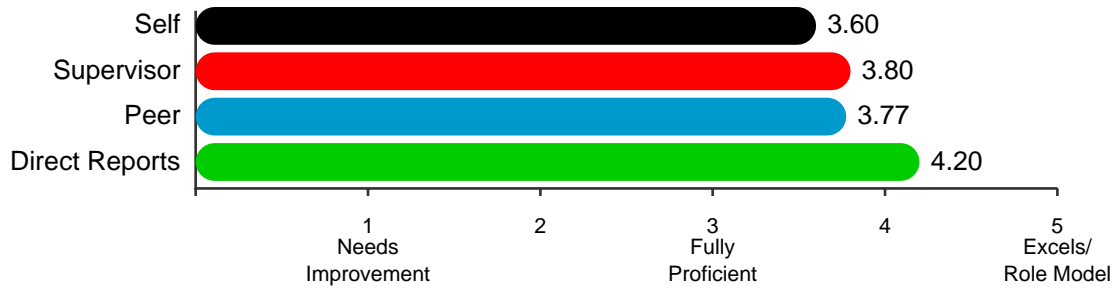
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Develops trust and confidence from others.	15	4.33	86.7	13%		40%	47%
17. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.27	93.3	7%		60%	33%
18. Demonstrates sincerity in actions with others.	14	4.00	92.9	7%		86%	7%
19. Fosters a high standard of ethics and integrity.	14	4.14	85.7	7%	7%	50%	36%
20. Protects the integrity and confidentiality of information	15	4.00	66.7	7%	27%	27%	40%

Comments:

- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- ___ is a strong leader and passionate about her customers, staff and safety.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- Great addition to the department!
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.

Feedback

Summary Scores



21. Open to the suggestions of others.



22. Shares past experiences with others as learning opportunities.



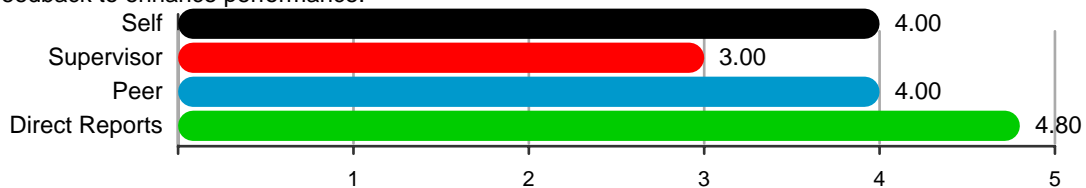
23. Is visible and approachable.



24. Actively seeks feedback from others.



25. Seeks feedback to enhance performance.



Level of Skill

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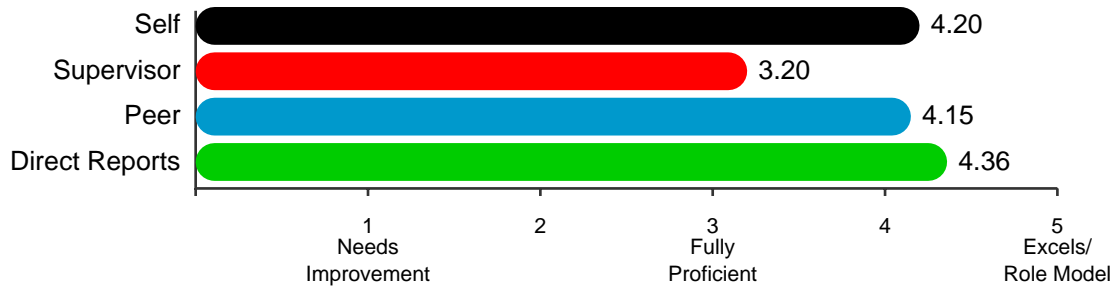
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Open to the suggestions of others.	15	4.00	66.7	13%	20%	20%	47%
22. Shares past experiences with others as learning opportunities.	15	3.47	53.3	13%	33%	47%	7%
23. Is visible and approachable.	15	3.60	66.7	13%	20%	60%	7%
24. Actively seeks feedback from others.	15	4.27	86.7	7%	7%	40%	47%
25. Seeks feedback to enhance performance.	15	4.20	80.0	7%	13%	33%	47%

Comments:

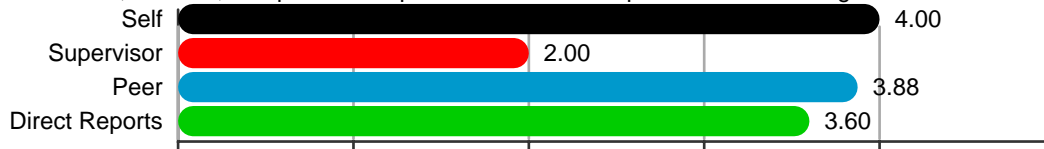
- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.

Decision Making

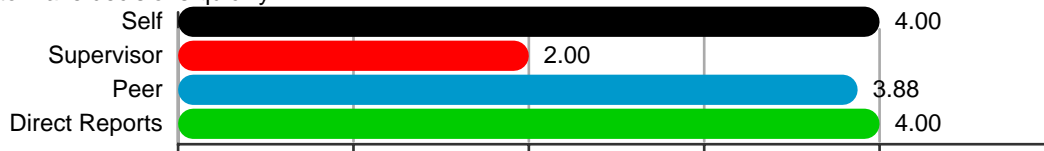
Summary Scores



26. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



27. Is able to make decisions quickly.



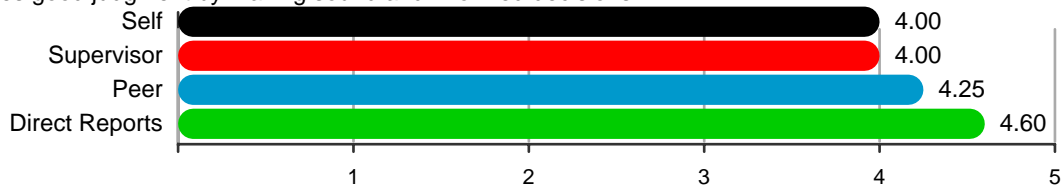
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



29. Asks for additional information when making critical decisions.



30. Exercises good judgment by making sound and informed decisions.



Level of Skill

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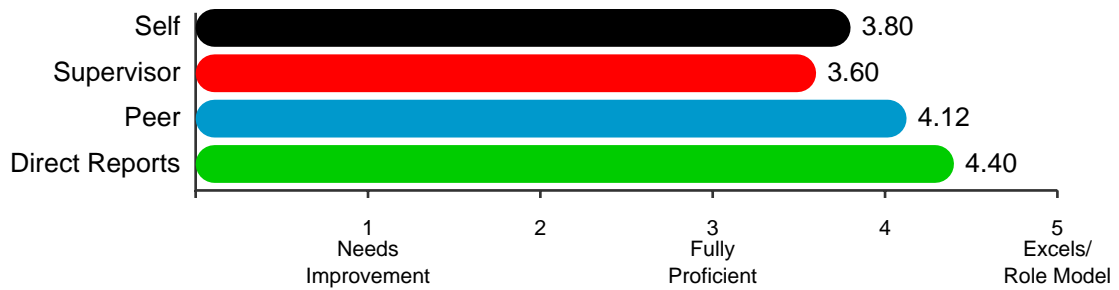
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.67	66.7	20%	13%	47%		20%
27. Is able to make decisions quickly.	15	3.80	73.3	20%	7%	47%		27%
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.33	86.7	13%		40%		47%
29. Asks for additional information when making critical decisions.	15	4.67	100.0			33%		67%
30. Exercises good judgment by making sound and informed decisions.	15	4.33	100.0			67%		33%

Comments:

- ___ 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.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.

Change Management

Summary Scores



31. Supports new initiatives for organizational changes to improve effectiveness.



32. Addresses organizational and departmental resistance to changes.



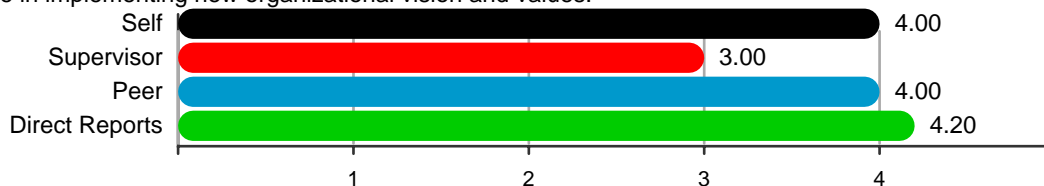
33. Assists others in understanding changes to the organization.



34. Works cooperatively with others to implement changes.



35. Effective in implementing new organizational vision and values.



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).

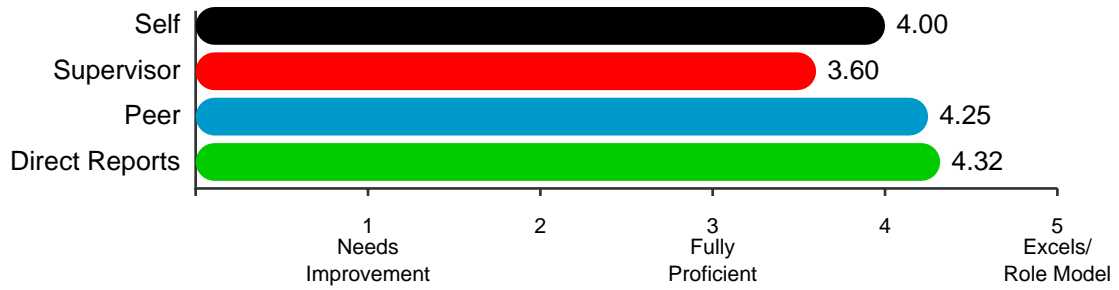
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Supports new initiatives for organizational changes to improve effectiveness.	15	4.07	80.0	20%	53%	27%
32. Addresses organizational and departmental resistance to changes.	15	4.47	100.0		53%	47%
33. Assists others in understanding changes to the organization.	15	4.13	80.0	20%	47%	33%
34. Works cooperatively with others to implement changes.	15	4.13	86.7	13%	60%	27%
35. Effective in implementing new organizational vision and values.	15	4.00	80.0	20%	60%	20%

Comments:

- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I appreciate her commitment in this area.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- One of the best supervisors that I have had.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'

Excellence

Summary Scores



36. Demonstrates the analytical skills to do their job.



37. Demonstrates the functional or technical skills necessary to do their job.



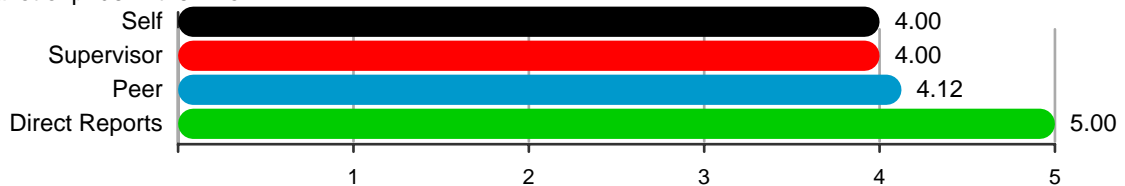
38. Can be counted on to add value wherever they are involved.



39. Keeps themselves and others focused on constant improvement.



40. Takes a lot of pride in their 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).

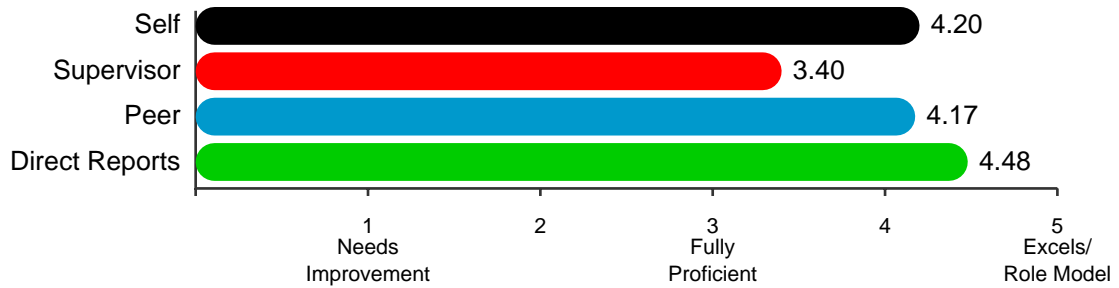
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Demonstrates the analytical skills to do their job.	15	4.33	100.0			67%		33%
37. Demonstrates the functional or technical skills necessary to do their job.	15	3.93	80.0	13%	7%	53%		27%
38. Can be counted on to add value wherever they are involved.	15	4.27	86.7	13%		47%		40%
39. Keeps themselves and others focused on constant improvement.	15	4.13	86.7	13%		60%		27%
40. Takes a lot of pride in their work.	15	4.40	93.3	7%		47%		47%

Comments:

- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- Great year of growth!
- ___ is very reliable, respectful and ethical in her leadership.

Empowering Others

Summary Scores



41. Recognizes the accomplishments of employees when they complete important assignments.



42. Encourages others to obtain necessary skills and training.



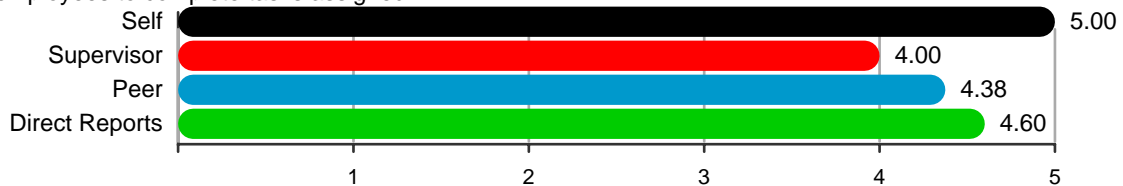
43. Willing to share in the decision making process.



44. Provides support and resources needed to accomplish goals.



45. Trusts employees to complete tasks assigned.



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. Recognizes the accomplishments of employees when they complete important assignments.	15	4.33	93.3	7%	53%	40%
42. Encourages others to obtain necessary skills and training.	15	4.20	80.0	20%	40%	40%
43. Willing to share in the decision making process.	15	4.13	86.7	13%	60%	27%
44. Provides support and resources needed to accomplish goals.	15	4.00	86.7	13%	73%	13%
45. Trusts employees to complete tasks assigned.	15	4.47	93.3	7%	40%	53%

Comments:

- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- 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.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- Improve communication delivery. Acknowledge what others are saying.
- There are two items above that will be part of my goals for the coming year.

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?

- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- Closes off discussions with action plans.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+

What do you like best about working with this individual?

- She is the only manager in the department to help us when we are short.
- She encourages staff skill development and input to improve department processes
- She is an excellent teammate, great attitude, effort, and energy.
- She is organized, kind, and extremely approachable.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

What do you like least about working with this individual?

- She is very effective.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- ___ 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.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.

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

- ___ is a great manager to work for.
- ___ has a good perspective on the organization as a whole.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- She has grown as a manager in the last few months and it shows.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.

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

- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- We are striving to meet best practice standards.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.

Any final comments?

- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- She values our feedback and takes our recommendations seriously.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.