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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.

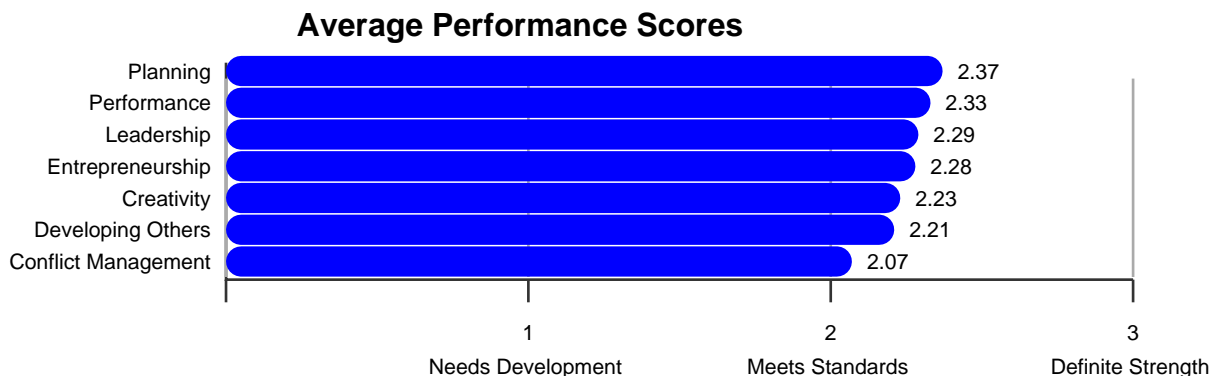
## What to Do with Your Feedback

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.



# Planning

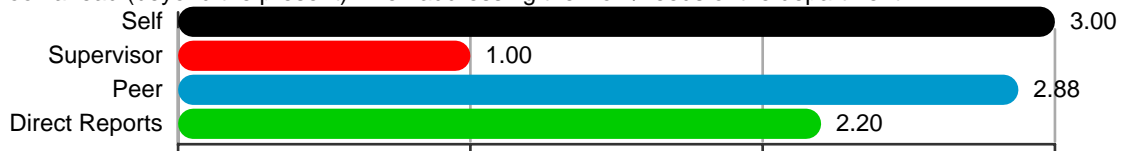
## Summary Scores



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



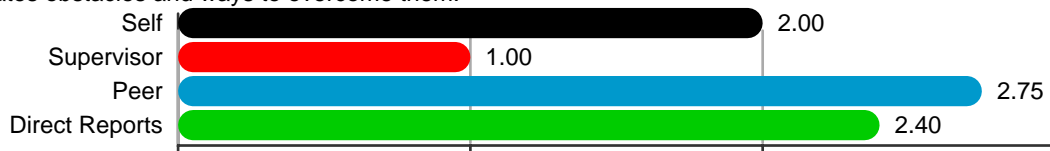
2. Able to look ahead (beyond the present) when addressing the work/needs of the department.



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



4. Anticipates obstacles and ways to overcome them.



5. Makes plans and follows through.



## 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<br>1 | Meets Standards<br>2 | Definite Strength<br>3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 1. Able to identify the needs of the department before a major change.                             | 15 | 2.27 | 33.3 | 7%                     | 60%                  | 33%                    |
| 2. Able to look ahead (beyond the present) when addressing the work/needs of the department.       | 15 | 2.53 | 73.3 | 20%                    | 7%                   | 73%                    |
| 3. Anticipates potential challenges, develops plan to overcome them and then carries out the plan. | 15 | 2.33 | 40.0 | 7%                     | 53%                  | 40%                    |
| 4. Anticipates obstacles and ways to overcome them.  | 15 | 2.47 | 53.3 | 7%                     | 40%                  | 53%                    |
| 5. Makes plans and follows through.  | 15 | 2.27 | 40.0 | 13%                    | 47%                  | 40%                    |

### Comments:

- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- I value and appreciate \_\_\_\_\_ very much.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- He is quick and willing to aid.
- \_\_\_\_\_'s priority is our customers and community.
- \_\_\_\_\_ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.

# Entrepreneurship

## Summary Scores



6. Has a strategic awareness on how to promote the organization.



7. Excellent at managing relationships with stakeholders.



8. Balances risks and rewards when making decisions.



9. Seeks and utilizes mentors to help guide professional development.



10. Takes the initiative to complete tasks.



## 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<br>1 | Meets Standards<br>2 | Definite Strength<br>3 |
|---|----|------|------|------------------------|----------------------|------------------------|
| 6. Has a strategic awareness on how to promote the organization.      | 15 | 2.13 | 33.3 | 20%                    | 47%                  | 33%                    |
| 7. Excellent at managing relationships with stakeholders.             | 15 | 2.07 | 26.7 | 20%                    | 53%                  | 27%                    |
| 8. Balances risks and rewards when making decisions.                  | 15 | 2.33 | 40.0 | 7%                     | 53%                  | 40%                    |
| 9. Seeks and utilizes mentors to help guide professional development. | 15 | 2.40 | 53.3 | 13%                    | 33%                  | 53%                    |
| 10. Takes the initiative to complete tasks.                           | 15 | 2.47 | 60.0 | 13%                    | 27%                  | 60%                    |

### Comments:

- \_\_\_\_\_ is a strong leader & mentor.
- He gives you confidence knowing he always has your back.
- \_\_\_\_\_ makes a concerted effort to ensure that the right people are in the right jobs.
- I have not observed \_\_\_\_\_'s interaction with the members of his team. \_\_\_\_\_ consistently communicates openly in my interactions with him.
- \_\_\_\_\_ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- Each member feels they are a part of the team and knows their contribution is valued.

# Creativity

## Summary Scores



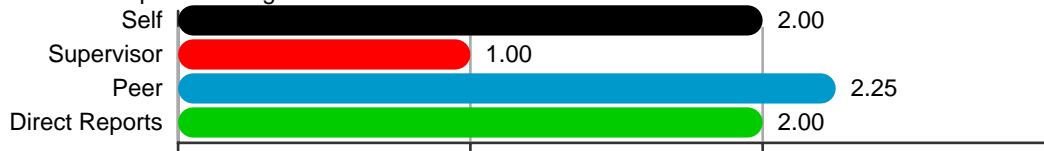
### 11. Develops solutions to challenging problems.



### 12. Is creative and inspirational.



### 13. Adds value to the department/organization.



### 14. Inspires creativity in their team.



### 15. Is creative.





## 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<br>1 | Meets Standards<br>2 | Definite Strength<br>3 |
|---|----|------|------|------------------------|----------------------|------------------------|
| 11. Develops solutions to challenging problems. | 15 | 2.33 | 40.0 | 7%                     | 53%                  | 40%                    |
| 12. Is creative and inspirational.              | 15 | 2.07 | 20.0 | 13%                    | 67%                  | 20%                    |
| 13. Adds value to the department/organization.  | 15 | 2.07 | 26.7 | 20%                    | 53%                  | 27%                    |
| 14. Inspires creativity in their team.          | 15 | 2.27 | 40.0 | 13%                    | 47%                  | 40%                    |
| 15. Is creative.                                | 14 | 2.43 | 50.0 | 7%                     | 43%                  | 50%                    |

### Comments:

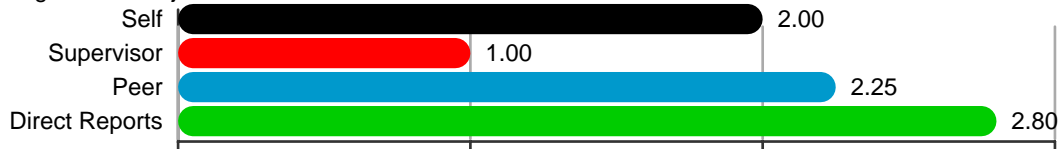
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- \_\_\_\_\_ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- \_\_\_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- I feel \_\_\_\_\_ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- \_\_\_\_\_ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- \_\_\_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.

# Leadership

## Summary Scores



### 16. Sets clear goals and objectives for subordinates.



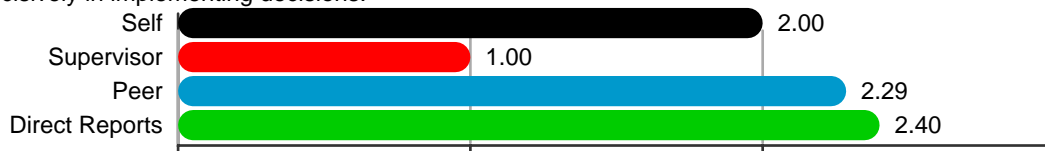
### 17. Highly effective supervisor.



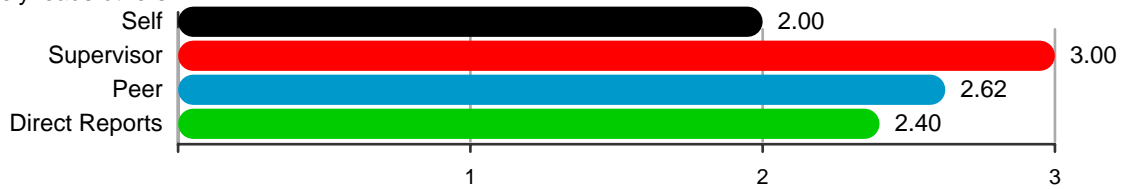
### 18. Able to align manpower, design work, and allocate tasks to achieve goals.



### 19. Acts decisively in implementing decisions.



### 20. Effectively leads 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<br>1 | Meets Standards<br>2 | Definite Strength<br>3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 16. Sets clear goals and objectives for subordinates.                        | 15 | 2.33 | 46.7 | 13%                    | 40%                  | 47%                    |
| 17. Highly effective supervisor.   | 15 | 2.33 | 40.0 | 7%                     | 53%                  | 40%                    |
| 18. Able to align manpower, design work, an allocate tasks to achieve goals. | 14 | 2.00 | 14.3 | 14%                    | 71%                  | 14%                    |
| 19. Acts decisively in implementing decisions.                               | 14 | 2.21 | 42.9 | 21%                    | 36%                  | 43%                    |
| 20. Effectively leads others.  | 15 | 2.53 | 60.0 | 7%                     | 33%                  | 60%                    |

### Comments:

- \_\_\_\_\_ 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.
- Each member feels they are a part of the team and knows their contribution is valued.
- He exhibits vision, compassion and high integrity in all of his work.
- \_\_\_\_\_ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- While encouraging folks to continue with their education, he is also continuing with his education.
- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.

# Performance

## Summary Scores



### 21. Shown significant improvement in job performance.



### 22. Effective in performing his/her job.



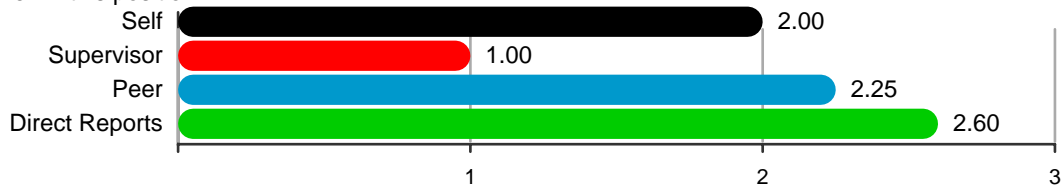
### 23. Effectively organizes resources and plans



### 24. ...Produce Quality



### 25. Works well in this position.



## 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<br>1 | Meets Standards<br>2 | Definite Strength<br>3 |
|---|----|------|------|------------------------|----------------------|------------------------|
| 21. Shown significant improvement in job performance. | 15 | 2.60 | 66.7 | 7%                     | 27%                  | 67%                    |
| 22. Effective in performing his/her job.              | 15 | 2.33 | 40.0 | 7%                     | 53%                  | 40%                    |
| 23. Effectively organizes resources and plans         | 15 | 2.07 | 20.0 | 13%                    | 67%                  | 20%                    |
| 24. ...Produce Quality                                | 15 | 2.40 | 53.3 | 13%                    | 33%                  | 53%                    |
| 25. Works well in this position.                      | 15 | 2.27 | 53.3 | 27%                    | 20%                  | 53%                    |

### Comments:

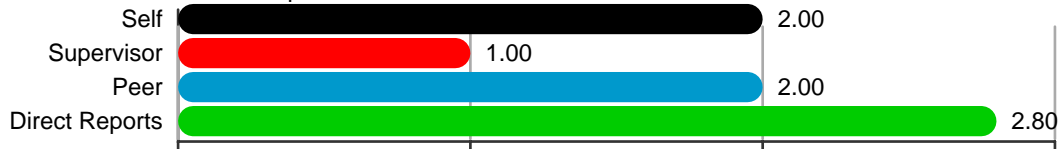
- I feel \_\_\_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- he has patience.
- \_\_\_\_\_ does an exceptional job at running the department.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- \_\_\_\_\_ is a very good leader.

# Developing Others

## Summary Scores



### 26. Recognizes and celebrates accomplishments of others.



### 27. Provides constructive feedback to others.



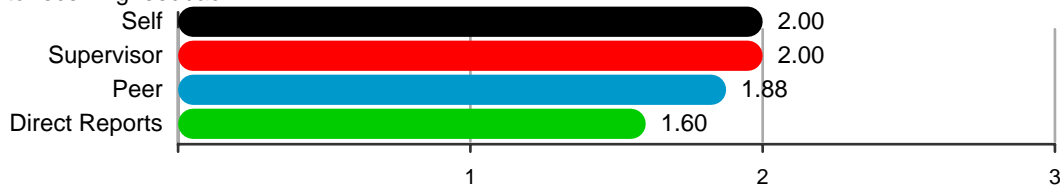
### 28. Assesses employees' developmental needs.



### 29. Tries to ensure employees are ready to move to the next level.



### 30. Is open to receiving feedback.



## 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<br>1 | Meets Standards<br>2 | Definite Strength<br>3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 26. Recognizes and celebrates accomplishments of others.           | 15 | 2.20 | 33.3 | 13%                    | 53%                  | 33%                    |
| 27. Provides constructive feedback to others.                      | 15 | 2.00 | 26.7 | 27%                    | 47%                  | 27%                    |
| 28. Assesses employees' developmental needs.                       | 15 | 2.47 | 53.3 | 7%                     | 40%                  | 53%                    |
| 29. Tries to ensure employees are ready to move to the next level. | 15 | 2.60 | 60.0 |                        | 40%                  | 60%                    |
| 30. Is open to receiving feedback.                                 | 15 | 1.80 | 13.3 | 33%                    | 53%                  | 13%                    |

### Comments:

- He can ask a question and truly listen to the answer before giving feedback.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- \_\_\_\_\_ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- I would recommend that \_\_\_\_\_ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.

# Conflict Management

## Summary Scores



### 31. Clearly expresses expectations to others.



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



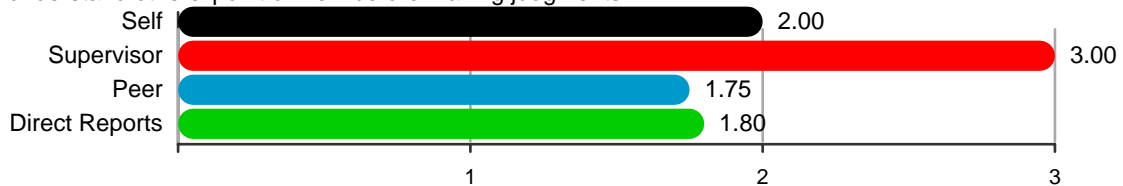
### 33. Helps employees to think through alternative ways to resolve conflict situations.



### 34. Identifies and takes steps to prevent potential confrontations.



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





## 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<br>1 | Meets Standards<br>2 | Definite Strength<br>3 |
|---|----|------|------|------------------------|----------------------|------------------------|
| 31. Clearly expresses expectations to others.   | 15 | 2.13 | 33.3 | 20%                    | 47%                  | 33%                    |
| 32. Assists team members by helping them see the other point of view.                 | 15 | 2.13 | 33.3 | 20%                    | 47%                  | 33%                    |
| 33. Helps employees to think through alternative ways to resolve conflict situations. | 15 | 2.07 | 33.3 | 27%                    | 40%                  | 33%                    |
| 34. Identifies and takes steps to prevent potential confrontations.                   | 15 | 2.13 | 26.7 | 13%                    | 60%                  | 27%                    |
| 35. Tries to understand others' point of view before making judgments                 | 15 | 1.87 | 20.0 | 33%                    | 47%                  | 20%                    |

### Comments:

- He has a vast storehouse of knowledge about the facility and our policies.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- \_\_\_\_\_ has improved with his follow-up assignments from meetings.
- Need to continue to take action when needed, although have improved. . .
- \_\_\_\_\_ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

## 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?

- I have found \_\_\_\_\_ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- \_\_\_\_\_ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- He has consistently been a strong advocate for me and my team.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- He is a charismatic leader. Really the best!!

### What do you like best about working with this individual?

- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- he is open and willing to share his vision for the team.
- He has been a great addition to the department in this area.
- He is a very diligent hard worker.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- \_\_\_\_\_ has been excellent about obtaining feedback and our opinions about system and program changes.

### What do you like least about working with this individual?

- Seek feedback from everyone at least once a month to assist in growing relationship.
- Very much appreciate \_\_\_\_\_'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- I think \_\_\_\_\_ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- He is detailed when presenting a plan.
- I think he is the kind of manager our department has needed and will continue to need.
- \_\_\_\_\_ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.

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

- He does follow up and follow through.
- \_\_\_\_\_ is by far a leader in the service area.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- \_\_\_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.

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

- I think 16 & 17 relate in the sense that I believe \_\_\_\_\_ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- \_\_\_\_\_ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- Willingness to pitch in, desire to grow, and a great attitude.
- I have been most impressed by \_\_\_\_\_ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from \_\_\_\_\_.
- As a manager, \_\_\_\_\_ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- He exhibits vision, compassion and high integrity in all of his work.

### Any final comments?

- I admire \_\_\_\_\_ for showing courage, compassion and commitment during his recent team sessions.
- \_\_\_\_\_ is the absolute definition of team player.
- \_\_\_\_\_ analyzes all situations before making a decision.
- Constantly working on improving the customer experience.
- This has been a challenging year for \_\_\_\_\_ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- \_\_\_\_\_ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help him through this transition.