



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.

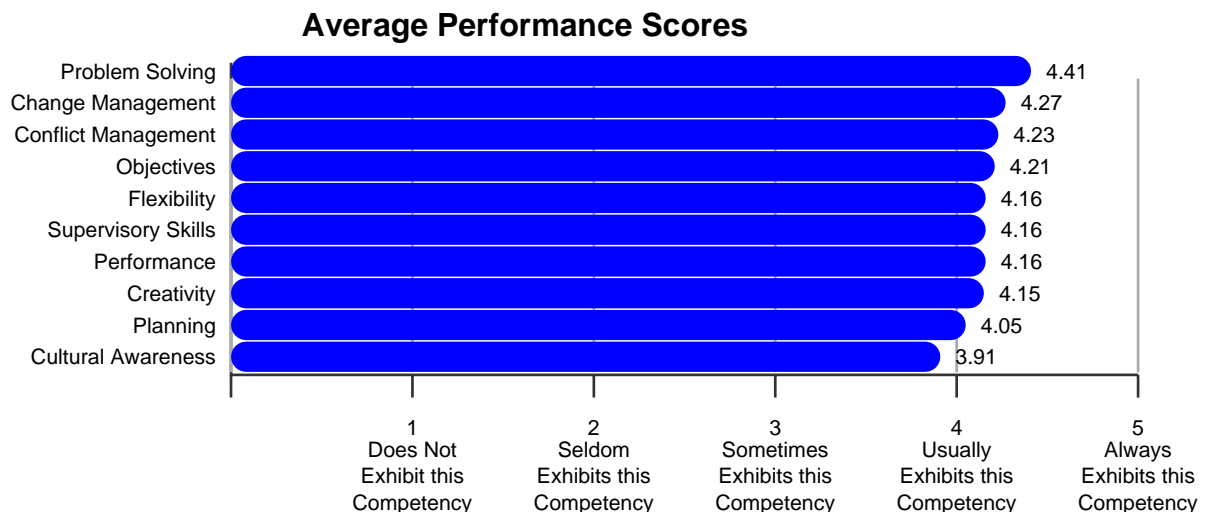
## What to Do with Your Feedback

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

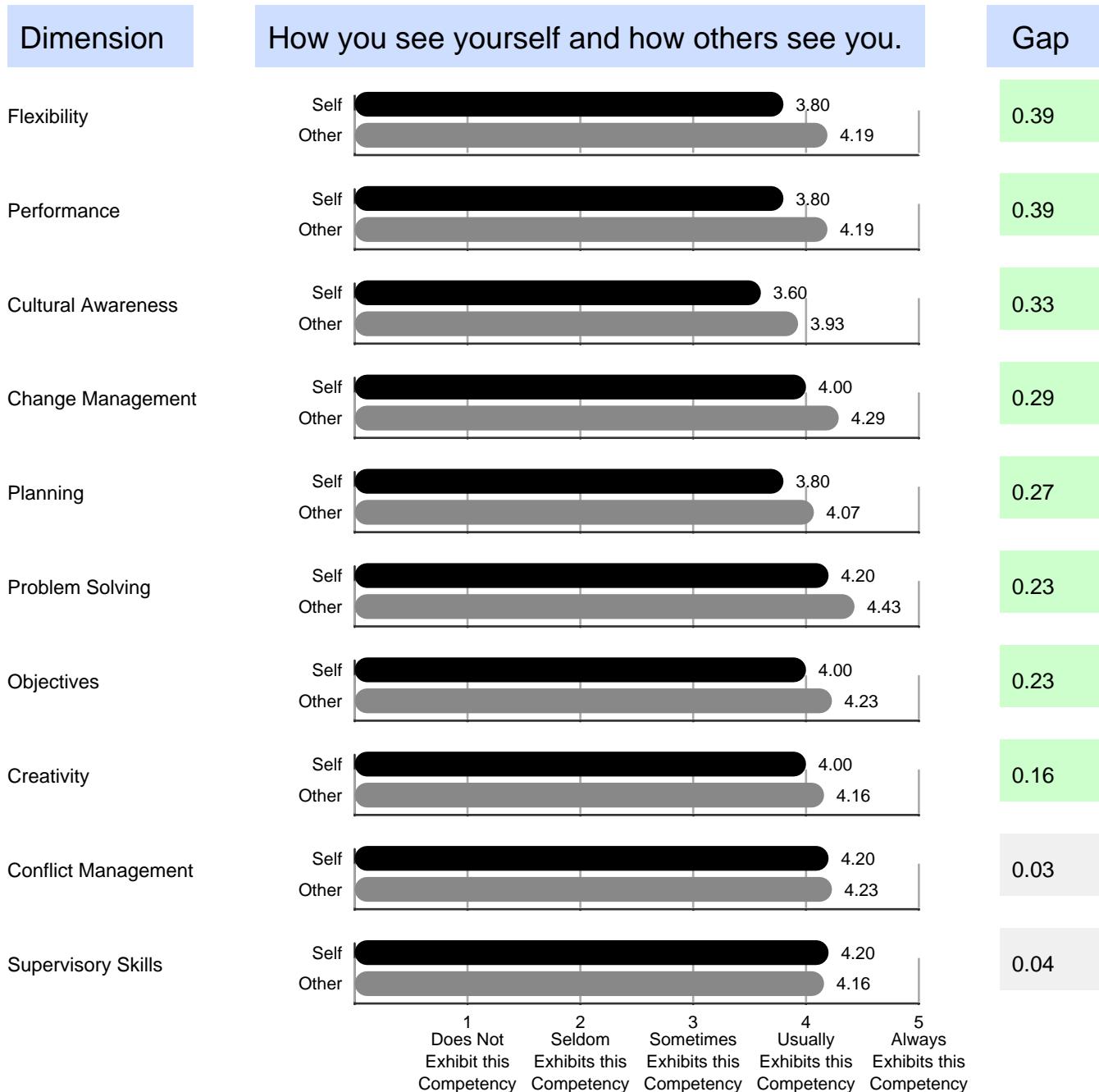
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



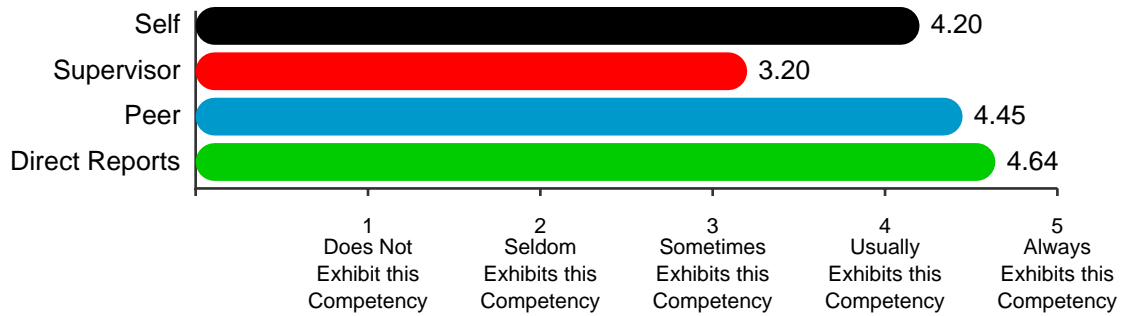
# Gap Analysis

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.



# Problem Solving

## Summary Scores



### 1. Solves problems using logic and insight.



### 2. Is a good problem solver and decision maker



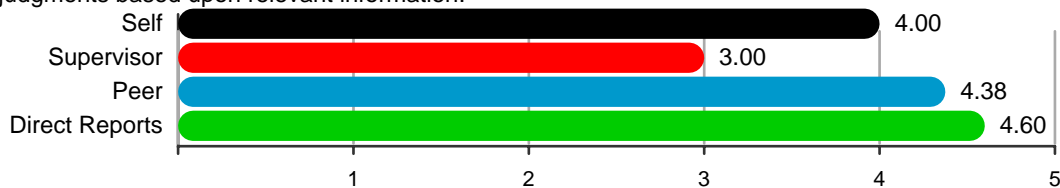
### 3. Identifies fresh approaches and shows a willingness to question traditional assumptions.



### 4. Understands the root causes of problems.



### 5. Makes judgments based upon relevant information.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

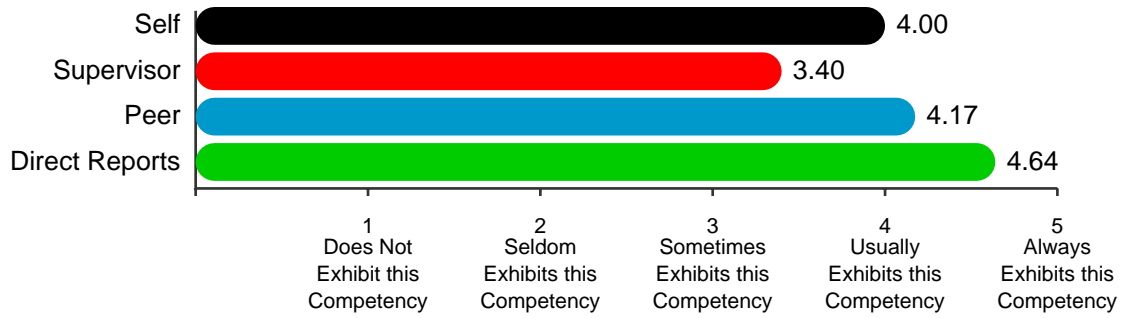
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Solves problems using logic and insight.	15	4.20	93.3	7%		67%		27%
2. Is a good problem solver and decision maker	15	4.87	100.0		13%		87%	
3. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	4.27	93.3	7%		60%		33%
4. Understands the root causes of problems.	15	4.40	86.7	13%	33%		53%	
5. Makes judgments based upon relevant information.	15	4.33	93.3	7%		53%		40%

### Comments:

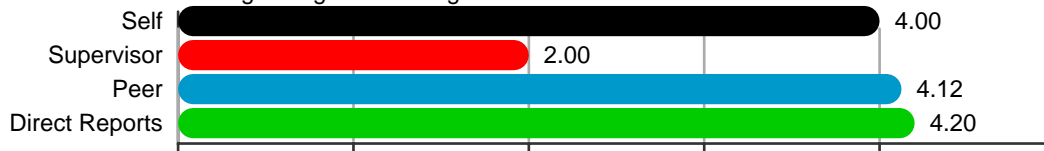
- She is very knowledgeable and is always willing to lend a helping hand!
- \_\_\_ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- \_\_\_'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- She has confidence in leading and making decisions improving rapidly.

# Change Management

## Summary Scores



### 6. Assists others in understanding changes to the organization.



### 7. Works cooperatively with others to implement changes.



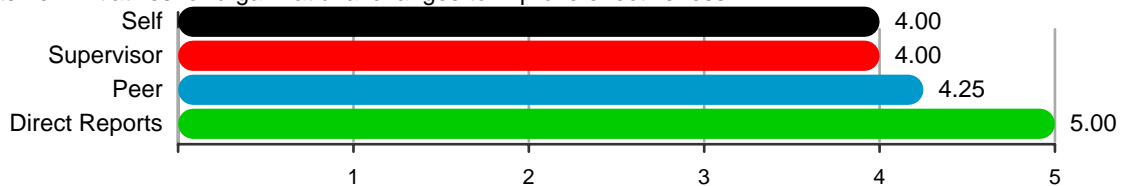
### 8. Effective in implementing new organizational vision and values.



### 9. Addresses organizational and departmental resistance to changes.



### 10. Supports new initiatives for organizational changes to improve effectiveness.



## Level of Skill

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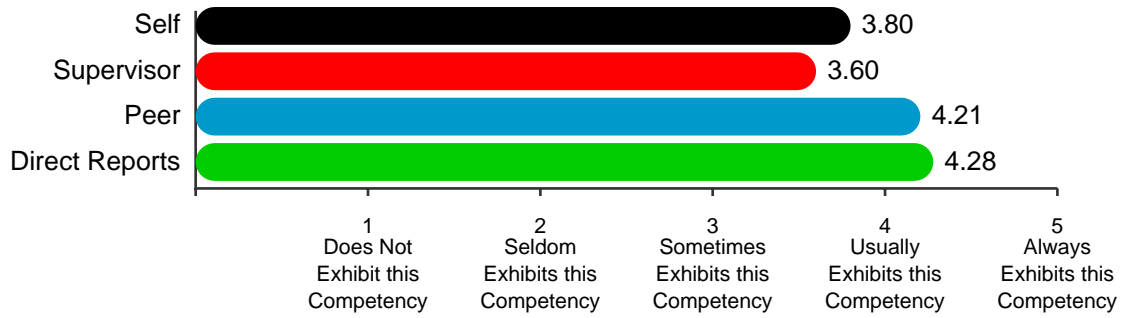
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Assists others in understanding changes to the organization.	15	4.00	80.0	7%	13%	53%	27%	
7. Works cooperatively with others to implement changes.	15	4.07	80.0		20%	53%	27%	
8. Effective in implementing new organizational vision and values.	15	4.33	93.3	7%	47%		47%	
9. Addresses organizational and departmental resistance to changes.	15	4.47	93.3	7%	40%		53%	
10. Supports new initiatives for organizational changes to improve effectiveness.	15	4.47	93.3	7%	40%		53%	

### Comments:

- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- She's a good and reliable team member.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- Demonstrates a focus on the business goals through task prioritization.
- \_\_\_ has an impressive vision for the company.

# Flexibility

## Summary Scores



### 11. Identifies new opportunities to achieve goals



### 12. Is open to alternative ways to accomplish goals



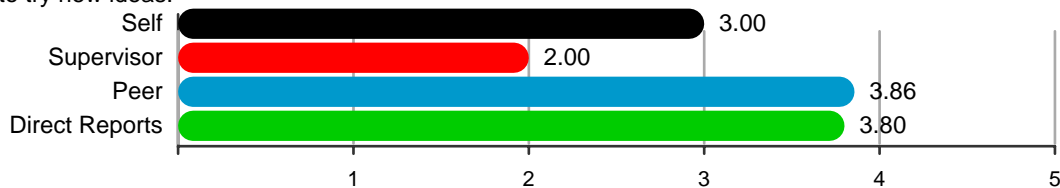
### 13. Effective in incorporating new ideas.



### 14. Encourages others to adopt new procedures.



### 15. Willing to try new ideas.





## Level of Skill

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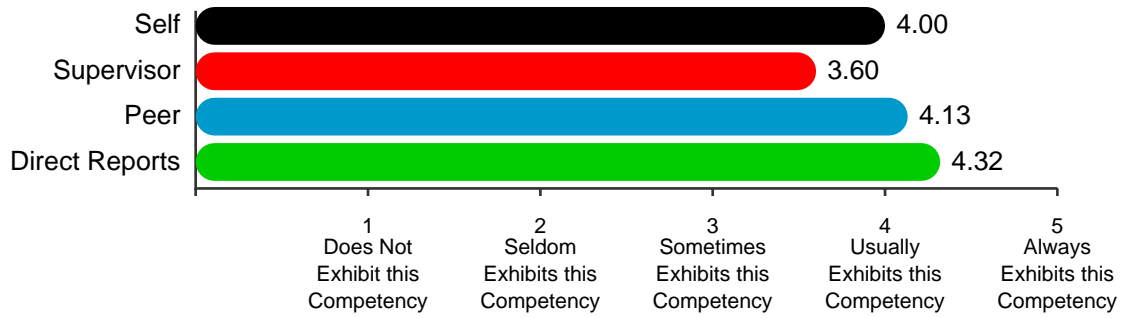
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Identifies new opportunities to achieve goals	15	4.60	100.0			40%	60%	
12. Is open to alternative ways to accomplish goals	15	4.27	100.0			73%		27%
13. Effective in incorporating new ideas.	15	4.33	100.0			67%		33%
14. Encourages others to adopt new procedures.	15	3.93	73.3	27%		53%		20%
15. Willing to try new ideas.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. \_\_\_ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- I think \_\_\_ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- \_\_\_ strives to be professional with each and every interaction and I think inspires confidence.
- I value \_\_\_ for so much more than her negotiating skills which are outstanding.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me an others.

# Creativity

## Summary Scores



### 16. Creates a lot of new ideas.



### 17. Conceives, implements and evaluates ideas.



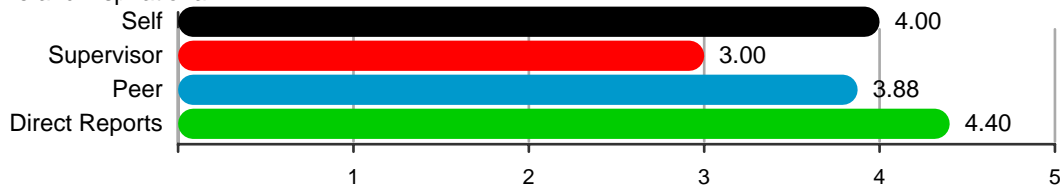
### 18. Inspires creativity in their team.



### 19. Is creative.



### 20. Is creative and inspirational.



## Level of Skill

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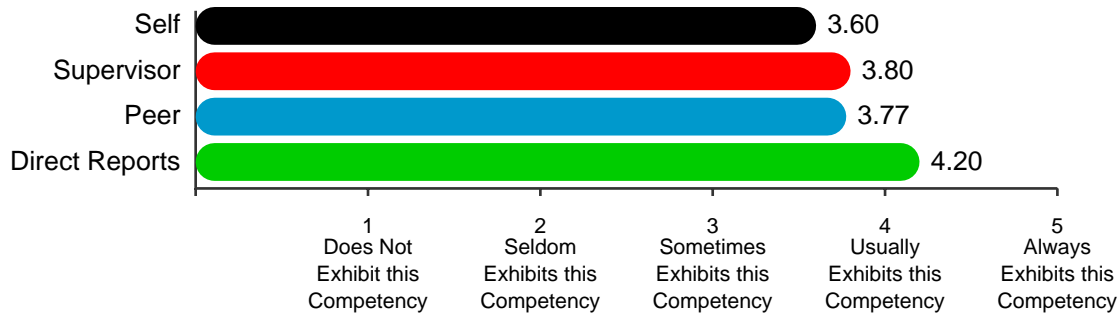
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Creates a lot of new ideas.	15	4.33	86.7	13%	40%	47%		
17. Conceives, implements and evaluates ideas.	15	4.27	93.3	7%	60%	33%		
18. Inspires creativity in their team.	14	4.00	92.9	7%	86%	7%		
19. Is creative.	14	4.14	85.7	7%	7%	50%	36%	
20. Is creative and inspirational.	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- I think we have a great team. \_\_\_ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- She is well respected.
- \_\_\_ takes the time to understand her team and the strengths that each team member brings to the organization.
- \_\_\_ is incredibly talented and very smart. Her attention to detail is unparalleled.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from \_\_\_ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- \_\_\_ does an exceptional job at running the department.

# Cultural Awareness

## Summary Scores



### 21. Recognizes and values individual and cultural differences.



### 22. Values the opinions of diverse groups and individual.



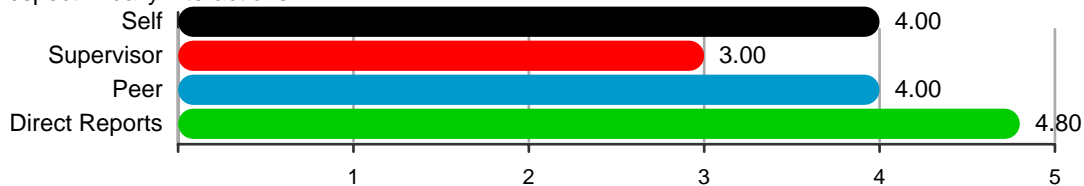
### 23. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



### 24. Treats others with dignity and respect.



### 25. Shows respect in daily interactions



### Level of Skill

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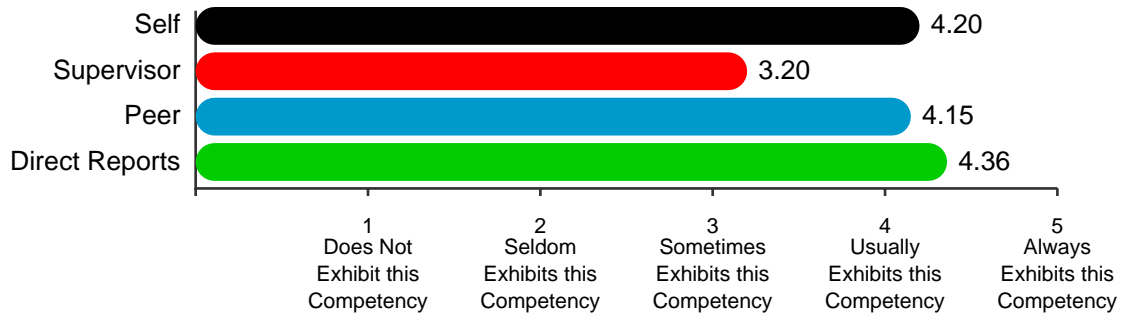
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Recognizes and values individual and cultural differences.	15	4.00	66.7	13%	20%	20%	47%	
22. Values the opinions of diverse groups and individual.	15	3.47	53.3	13%	33%	47%	7%	
23. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.60	66.7	13%	20%	60%	7%	
24. Treats others with dignity and respect.	15	4.27	86.7	7%	7%	40%	47%	
25. Shows respect in daily interactions	15	4.20	80.0	7%	13%	33%	47%	

Comments:

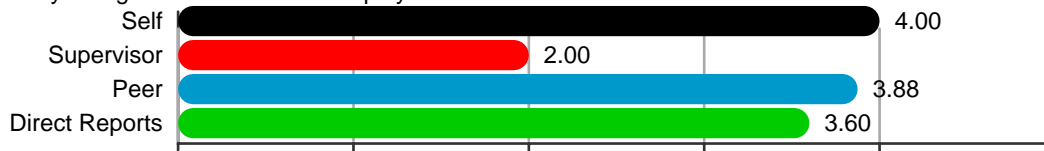
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- \_\_\_ is very approachable and ensures the best for all employees in the department.
- \_\_\_ does not always follow through with things (ordering equipment).
- \_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_ without her bringing them before the team for discussion.
- She consistently involves employees in shared decision making.
- \_\_\_ is a great manager. Very supportive of her staff.

# Supervisory Skills

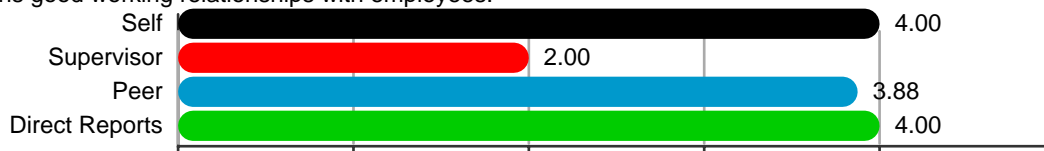
## Summary Scores



### 26. Appropriately recognizes and rewards employees.



### 27. Maintains good working relationships with employees.



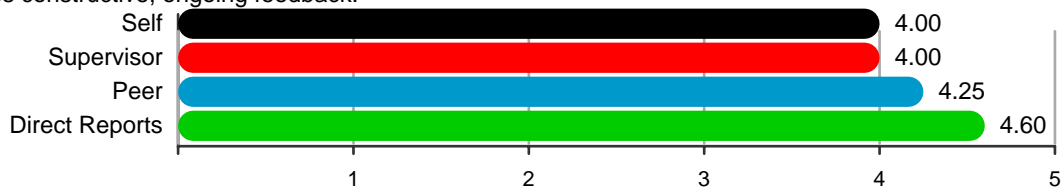
### 28. Delegates effectively.



### 29. Promotes teamwork and cooperation within the department.



### 30. Provides constructive, ongoing feedback.



### Level of Skill

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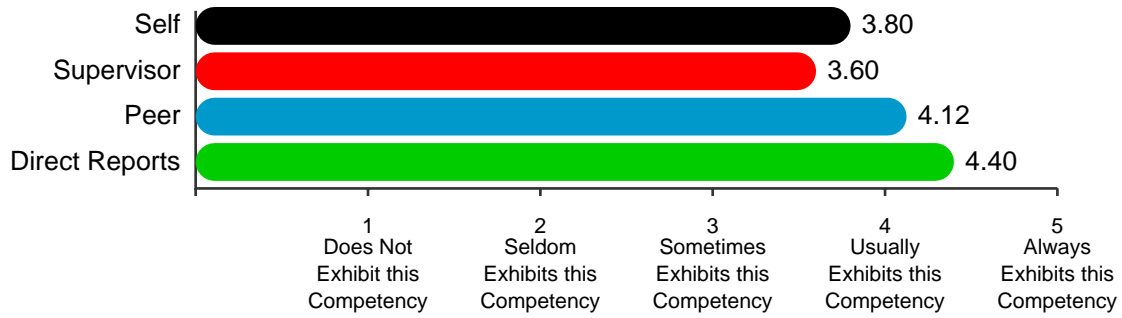
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Appropriately recognizes and rewards employees.	15	3.67	66.7	20%	13%	47%	20%	
27. Maintains good working relationships with employees.	15	3.80	73.3	20%	7%	47%	27%	
28. Delegates effectively.	15	4.33	86.7		13%	40%	47%	
29. Promotes teamwork and cooperation within the department.	15	4.67	100.0		33%	67%		
30. Provides constructive, ongoing feedback.	15	4.33	100.0		67%	33%		

Comments:

- I enjoy working with \_\_\_\_\_. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- \_\_\_\_\_ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- \_\_\_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- She is a great mentor and coach. I look forward to working with \_\_\_\_\_ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.

# Performance

## Summary Scores



### 31. Works well in this position.



### 32. ...Produce Quality



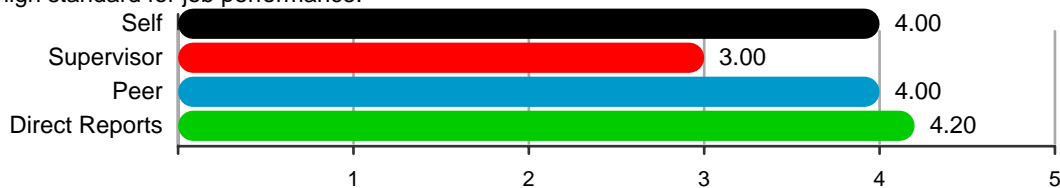
### 33. Able to organize work.



### 34. ...Overall Performance



### 35. Sets a high standard for job performance.





## Level of Skill

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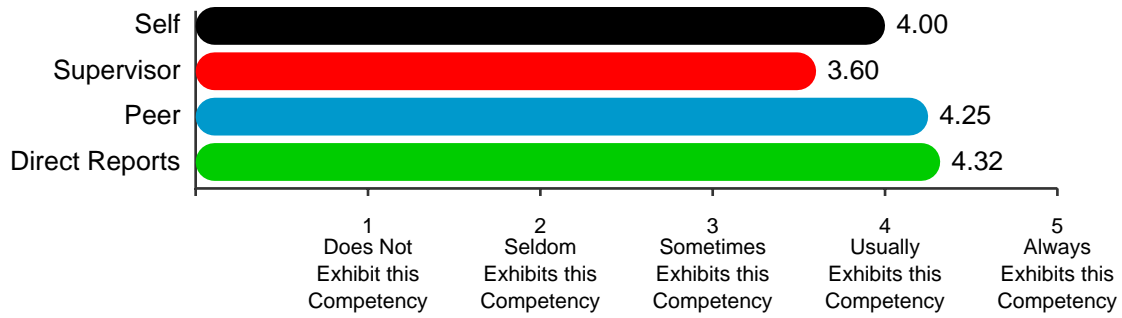
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Works well in this position.	15	4.07	80.0	20%		53%		27%
32. ...Produce Quality	15	4.47	100.0		53%		47%	
33. Able to organize work.	15	4.13	80.0	20%		47%		33%
34. ...Overall Performance	15	4.13	86.7	13%		60%		27%
35. Sets a high standard for job performance.	15	4.00	80.0	20%		60%		20%

### Comments:

- Appreciate \_\_\_'s calm approach
- \_\_\_ is very supportive and knows her area of expertise. She is a pleasure to work with.
- I think she is the kind of manager our department has needed and will continue to need.
- She is an outstanding manager.
- As noted in the comments above, \_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.

# Objectives

## Summary Scores



### 36. Sets long-term and short-term goals.



### 37. Communicates goals and objectives to employees.



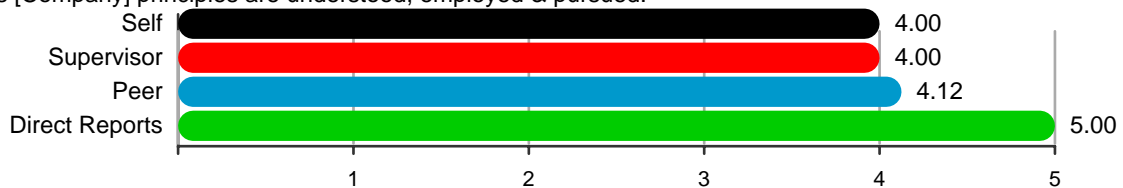
### 38. Establishes goals and objectives.



### 39. Encourages me to take on greater responsibility.



### 40. Assures [Company] principles are understood, employed & pursued.



### Level of Skill

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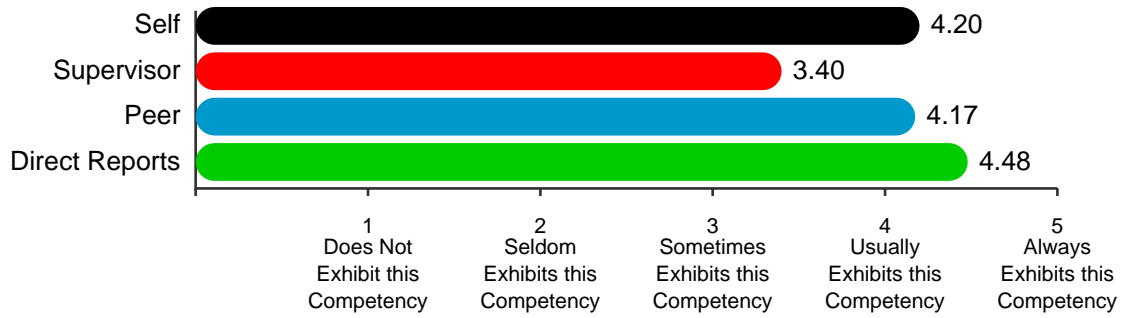
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Sets long-term and short-term goals.	15	4.33	100.0			67%		33%
37. Communicates goals and objectives to employees.	15	3.93	80.0	13%	7%	53%		27%
38. Establishes goals and objectives.	15	4.27	86.7			13%	47%	40%
39. Encourages me to take on greater responsibility.	15	4.13	86.7			13%	60%	27%
40. Assures [Company] principles are understood, employed & pursued.	15	4.40	93.3			7%	47%	47%

Comments:

- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- \_\_\_ exemplifies outstanding professionalism.
- I am proud to say that \_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- I have appreciated \_\_\_'s approach to simplify department tasks, goals, and initiatives.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

# Conflict Management

## Summary Scores



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



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



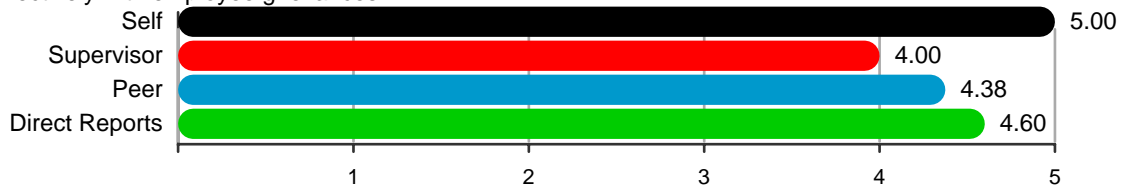
### 43. Discusses conflict situations with supervisor.



### 44. Clearly expresses expectations to others.



### 45. Deals effectively with employee grievances.



## Level of Skill

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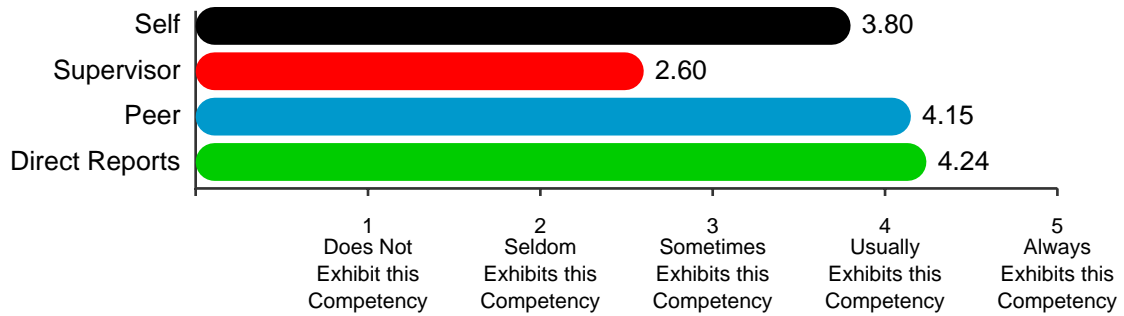
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Tries to understand others' point of view before making judgments	15	4.33	93.3	7%		53%		40%
42. Helps employees to think through alternative ways to resolve conflict situations.	15	4.20	80.0	20%		40%		40%
43. Discusses conflict situations with supervisor.	15	4.13	86.7	13%		60%		27%
44. Clearly expresses expectations to others.	15	4.00	86.7	13%		73%		13%
45. Deals effectively with employee grievances.	15	4.47	93.3	7%		40%		53%

### Comments:

- She has been a great addition to the company.
- Improve on providing feedback.
- She is very responsive when asked for input or her assistance is requested.
- She translated the creative thinking into real change and solution that advanced our department.
- \_\_\_ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- \_\_\_ is a strong leader and passionate about her customers, staff and safety.

# Planning

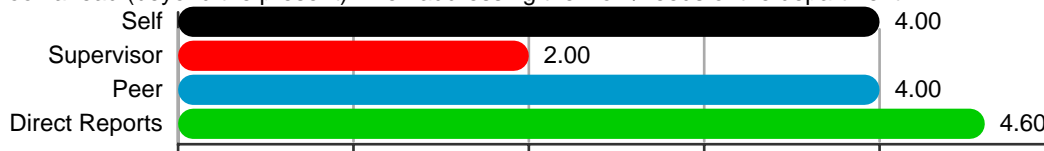
## Summary Scores



46. Makes plans and follows through.



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



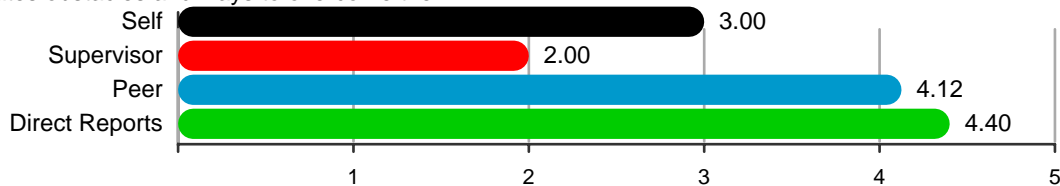
48. Able to identify the needs of the department before a major change.



49. Delegates role to team members to accomplish goals.



50. Anticipates obstacles and ways to overcome them.



## Level of Skill

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46. Makes plans and follows through.	15	3.87	80.0	7%	13%	67%	13%	
47. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.07	86.7	13%		53%	33%	
48. Able to identify the needs of the department before a major change.	15	4.13	86.7		13%	60%	27%	
49. Delegates role to team members to accomplish goals.	15	4.20	86.7	7%	7%	47%	40%	
50. Anticipates obstacles and ways to overcome them.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- \_\_\_ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- Despite the fact that \_\_\_ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- \_\_\_ always presents herself in the most professional manner.
- \_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- \_\_\_ is very approachable and ensures the best for all employees in the department.

## 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?

- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- \_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- \_\_\_ listens to employees ideas and concerns and address the issues right away.
- \_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- I love working with her and hope to continue having her as my supervisor!
- She is effective and her knowledge of processes is invaluable.

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

- The progress with customer satisfaction within the division exemplifies \_\_\_'s leadership style. The Department has come a long way with \_\_\_ as manager and I admire the way \_\_\_ and \_\_\_ work together. \_\_\_ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- \_\_\_ is a great team member who cares about her team, the quality of her work, and the organization.
- \_\_\_ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- She has worked hard to understand people's strengths and what they need from her.

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

- \_\_\_ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- Willingness to pitch in, desire to grow, and a great attitude.
- Professionalism is an area where I feel \_\_\_ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- Her positive attitude is constant.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.

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

- She make sure the team effort not only succeed on paper.
- \_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- \_\_\_ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- \_\_\_ knows her work and knows the facility very well. \_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.
- \_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- \_\_\_ is able to problem solve very well.



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

- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_ surpasses anyone I met before.
- Ready to tackle any given problem and help others finish 1st
- Willingness to help, patience in teaching.
- \_\_\_ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- \_\_\_ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- She truly is the best Manager I have ever had.

### Any final comments?

- \_\_\_ has made good judgements in hiring top notch employees.
- \_\_\_ has demonstrated the ability to manage significant changes in her area with great skill.
- \_\_\_ makes great hiring choices. she is clear on what needs to be done.
- \_\_\_ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- She also has always been thankful for any help that I have given her.