



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.

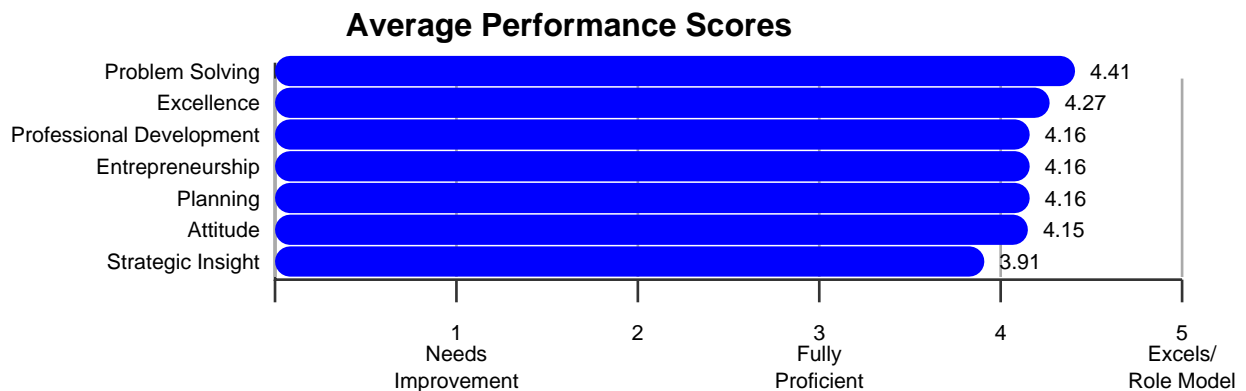
What to Do with Your Feedback

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.



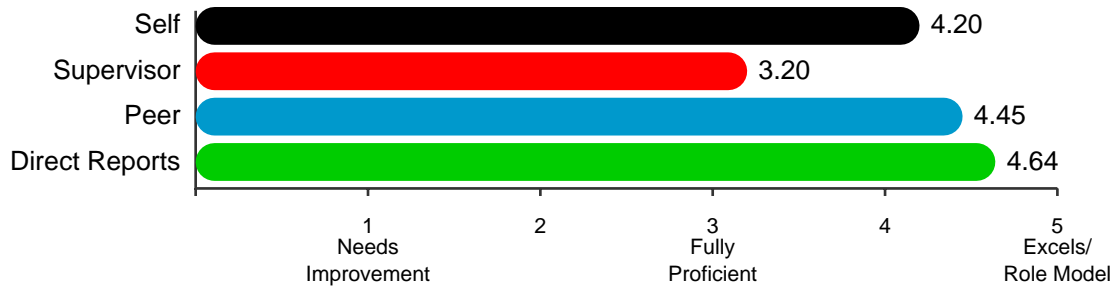
Gap Analysis

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.



Problem Solving

Summary Scores



1. Ability to develop innovative solutions to problems.



2. Makes judgments based upon relevant information.



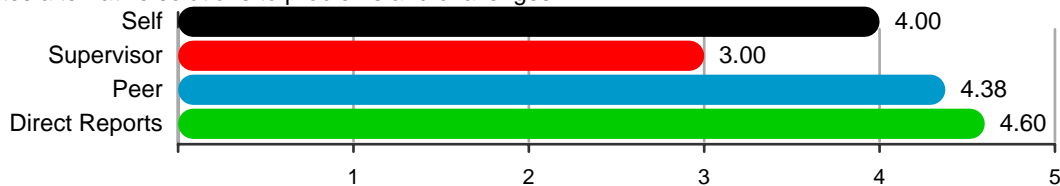
3. Identifies fresh approaches and shows a willingness to question traditional assumptions.



4. Solves problems using logic and insight.



5. Generates alternative solutions to problems and challenges.



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. Ability to develop innovative solutions to problems.	15	4.20	93.3	7%	67%	27%
2. Makes judgments based upon relevant information.	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. Solves problems using logic and insight.	15	4.40	86.7	13%	33%	53%
5. Generates alternative solutions to problems and challenges.	15	4.33	93.3	7%	53%	40%

Comments:

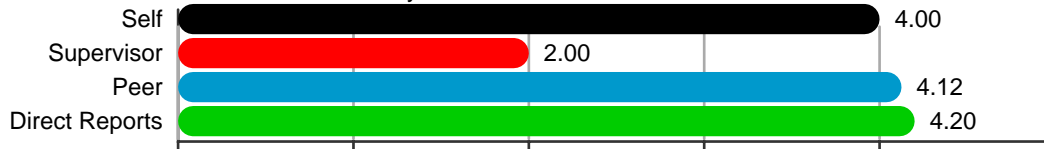
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- I appreciate his openness and availability to all the staff.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- Having very minimum one-on-one discussion.

Excellence

Summary Scores



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



7. Takes a lot of pride in their work.



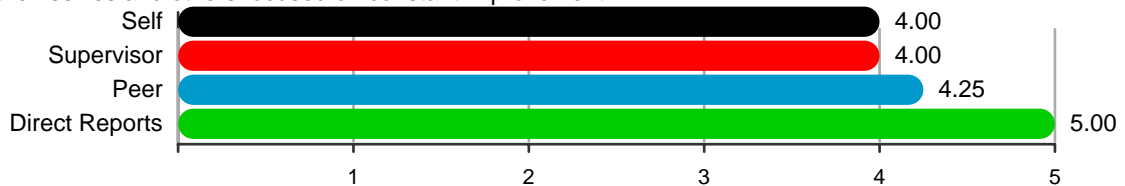
8. Produces high quality work.



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



10. Keeps themselves and others focused on constant improvement.



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. Can be counted on to add value wherever they are involved.	15	4.00	80.0	7%	13%	53%	27%
7. Takes a lot of pride in their work.	15	4.07	80.0		20%	53%	27%
8. Produces high quality work.	15	4.33	93.3	7%		47%	47%
9. Demonstrates the functional or technical skills necessary to do their job.	15	4.47	93.3	7%		40%	53%
10. Keeps themselves and others focused on constant improvement.	15	4.47	93.3	7%		40%	53%

Comments:

- Look up collaboration and you'll find _____'s picture beside the word.
- He can ask a question and truly listen to the answer before giving feedback.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

Professional Development

Summary Scores



11. Seeks opportunities for continuous learning.



12. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



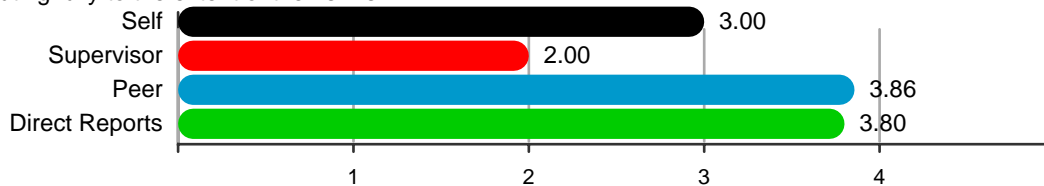
13. Seeks opportunities for professional development.



14. Keep themselves up-to-date of technical/professional issues



15. Contributing fully to the extent of their skills



Level of Skill

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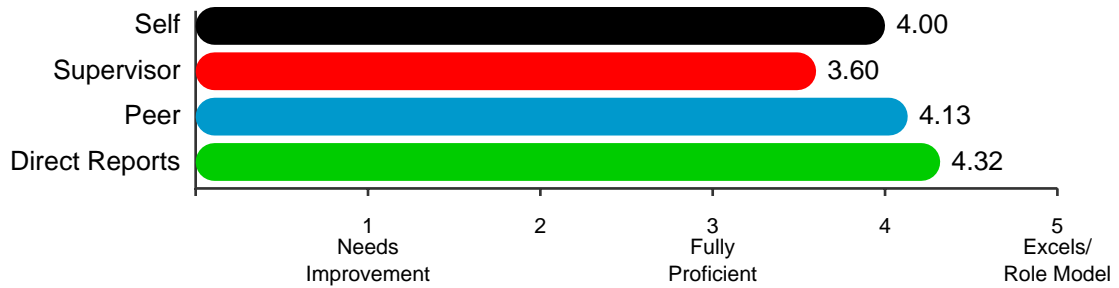
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Seeks opportunities for continuous learning.	15	4.60	100.0	40%	60%	
12. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.27	100.0	73%	27%	
13. Seeks opportunities for professional development.	15	4.33	100.0	67%	33%	
14. Keep themselves up-to-date of technical/professional issues	15	3.93	73.3	27%	53%	20%
15. Contributing fully to the extent of their skills	14	3.64	57.1	14%	29%	36% 21%

Comments:

- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- _____ is an excellent communicator and is very open and supportive to his staff.
- _____ is professional, collaborative. . . a great team member.
- He desires to do great work.
- As a new manager he is progressing very well.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.

Attitude

Summary Scores



16. Works to eliminate unnecessary work or barriers that get in others' way.



17. Contributes to a positive work environment.



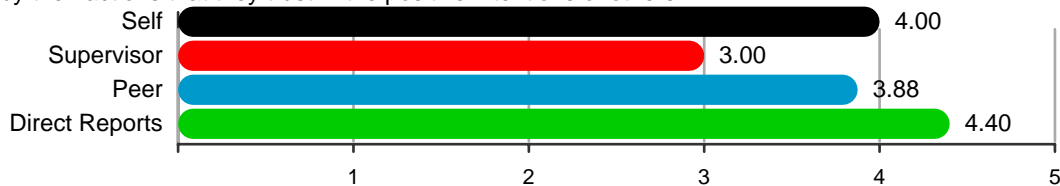
18. Is gracious and professional in their interactions with others.



19. Treats all people fairly and with respect.



20. Shows by their actions that they trust in the positive intentions of others.



Level of Skill

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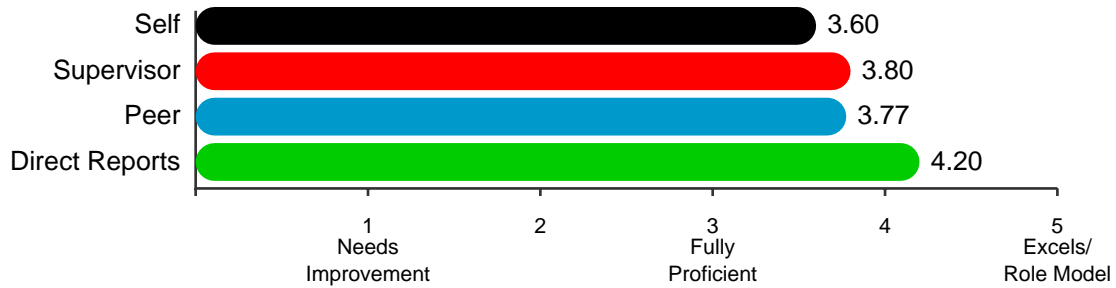
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Works to eliminate unnecessary work or barriers that get in others' way.	15	4.33	86.7	13%	40%	47%	
17. Contributes to a positive work environment.	15	4.27	93.3	7%	60%	33%	
18. Is gracious and professional in their interactions with others.	14	4.00	92.9	7%	86%	7%	
19. Treats all people fairly and with respect.	14	4.14	85.7	7%	7%	50%	36%
20. Shows by their actions that they trust in the positive intentions of others.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- He has helped make me a better manager through his actions and follow through.
- _____ is always willing and routinely seeks opportunities to work with other departments.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.

Strategic Insight

Summary Scores



21. Anticipates business cycles and trends and makes adjustments in a timely manner.



22. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



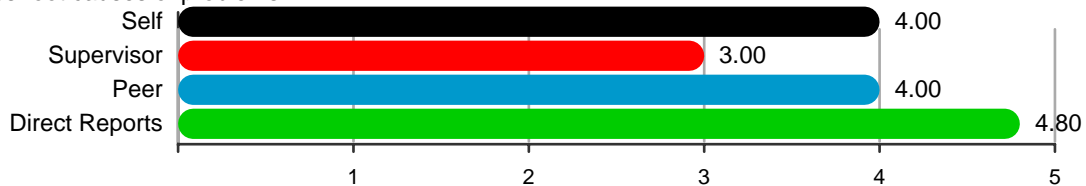
23. Formulates strategies and action plans to ensure successful completion of goals and objectives.



24. Implements long-term solutions to problems.



25. Identifies root causes of problems.



Level of Skill

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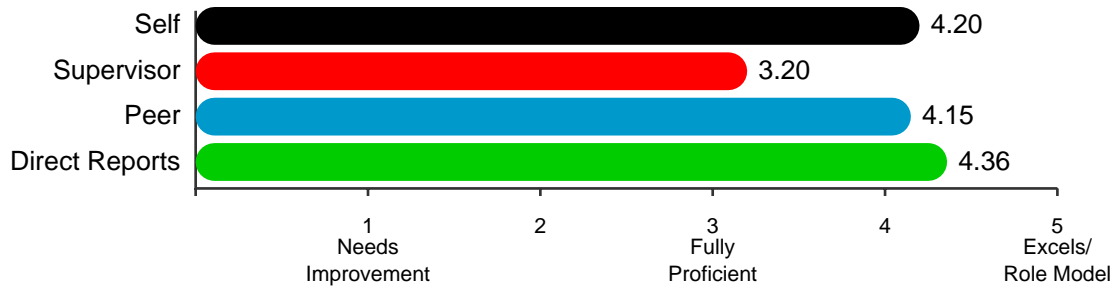
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	4.00	66.7	13%	20%	20%		47%
22. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.47	53.3	13%	33%		47%	7%
23. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.60	66.7	13%	20%		60%	7%
24. Implements long-term solutions to problems.	15	4.27	86.7	7%	7%		40%	47%
25. Identifies root causes of problems.	15	4.20	80.0	7%	13%		33%	47%

Comments:

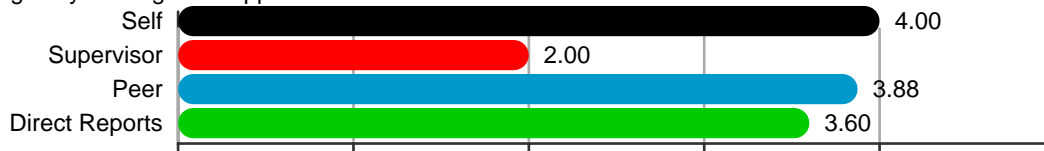
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.

Entrepreneurship

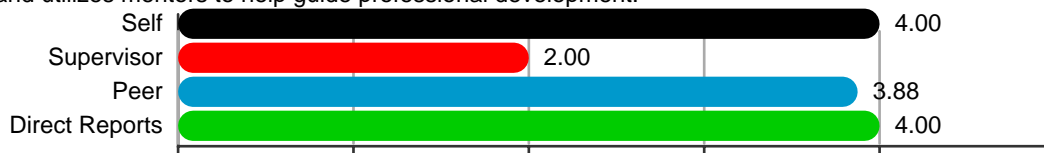
Summary Scores



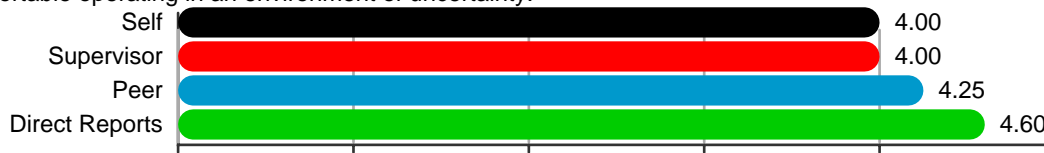
26. Encourages dynamic growth opportunities.



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



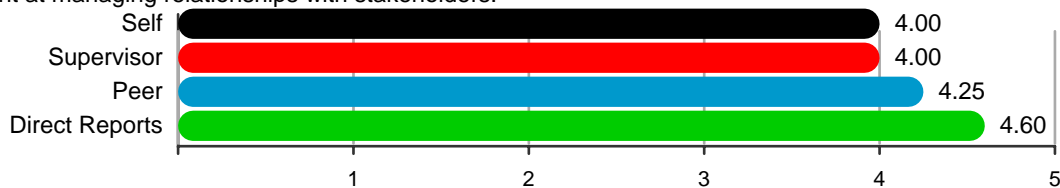
28. Is comfortable operating in an environment of uncertainty.



29. Understands the processes and various stages of business development.



30. Excellent at managing relationships with stakeholders.



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).

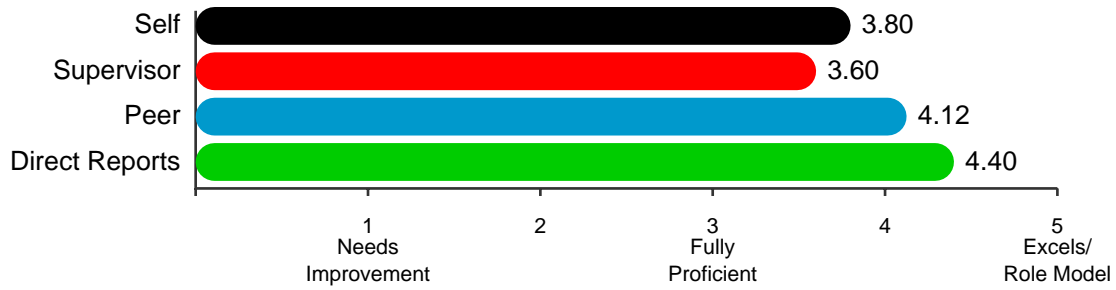
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Encourages dynamic growth opportunities.	15	3.67	66.7	20%	13%	47%		20%
27. Seeks and utilizes mentors to help guide professional development.	15	3.80	73.3	20%	7%	47%		27%
28. Is comfortable operating in an environment of uncertainty.	15	4.33	86.7		13%	40%		47%
29. Understands the processes and various stages of business development.	15	4.67	100.0			33%		67%
30. Excellent at managing relationships with stakeholders.	15	4.33	100.0			67%		33%

Comments:

- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- I feel confident as if he treats us all as equals.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- Takes complete ownership of role and looks for ways to assist teammates.
- _____ 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.
- He encourages teammates more as a peer than a coach.

Planning

Summary Scores



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



32. Makes plans and follows through.



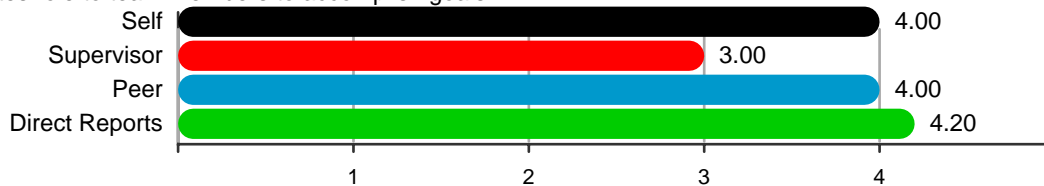
33. Anticipates obstacles and ways to overcome them.



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



35. Delegates role to team members to accomplish goals.



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. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	4.07	80.0	20%	53%	27%
32. Makes plans and follows through.	15	4.47	100.0		53%	47%
33. Anticipates obstacles and ways to overcome them.	15	4.13	80.0	20%	47%	33%
34. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.13	86.7	13%	60%	27%
35. Delegates role to team members to accomplish goals.	15	4.00	80.0	20%	60%	20%

Comments:

- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- He strives to be an effective and available leader.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- _____ is a great manager to work for.

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?

- He has a vast storehouse of knowledge about the facility and our policies.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- _____ excels at customer service and keeping our team focused on the customer.
- He consistently helps us in problem solving a variety of issues.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.

What do you like best about working with this individual?

- He had done amazingly well considering all of the global threats to the product line.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- He is very professional and caring in his job
- _____ has made good judgements in hiring top notch employees.
- He is in an often times impossible position and is doing well all things considered
- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.

What do you like least about working with this individual?

- _____ 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, he always ensures there is a purpose behind the work that's being accomplished.
- _____'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.
- _____ takes pride in his department. His follow through is excellent. _____ leads by example.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- Works hard to build a team environment.
- He is becoming more comfortable to deliver critical feedback.

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

- Timely follow through.
- I enjoy working with _____ very much.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- He has great sense of vision and purpose for the division and organization as a whole.
- He is truly dedicated to doing a good job, by helping us do a good job.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.

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

- Sometimes his decisions aren't thought through from a financial perspective.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- He inspires us to remember that as leaders, anything's possible.

Any final comments?

- _____ is an excellent manager.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- _____ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.