



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.

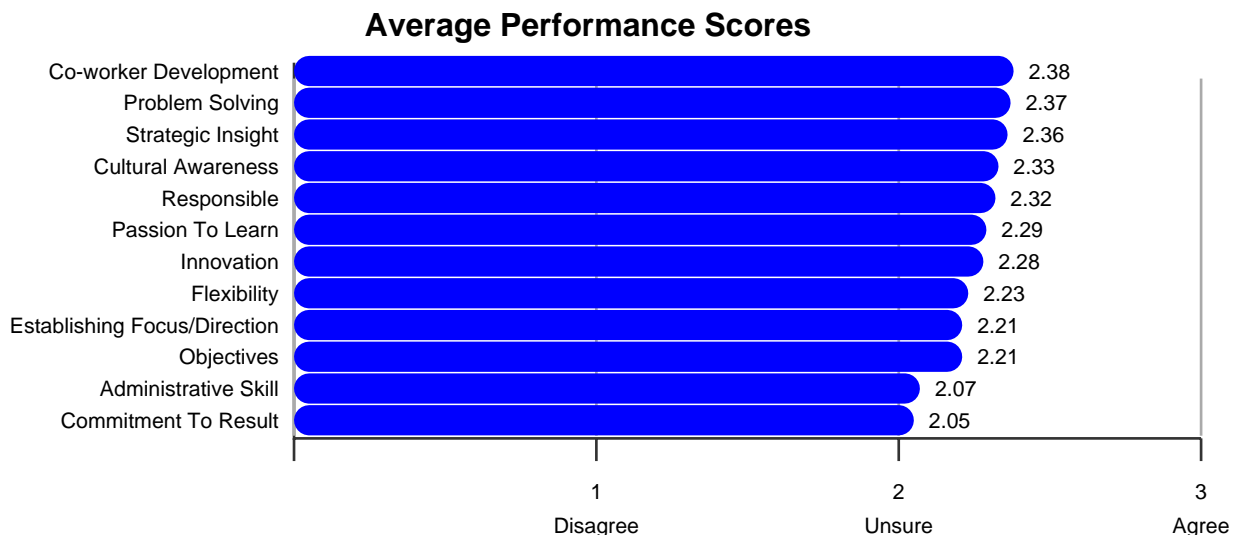
What to Do with Your Feedback

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

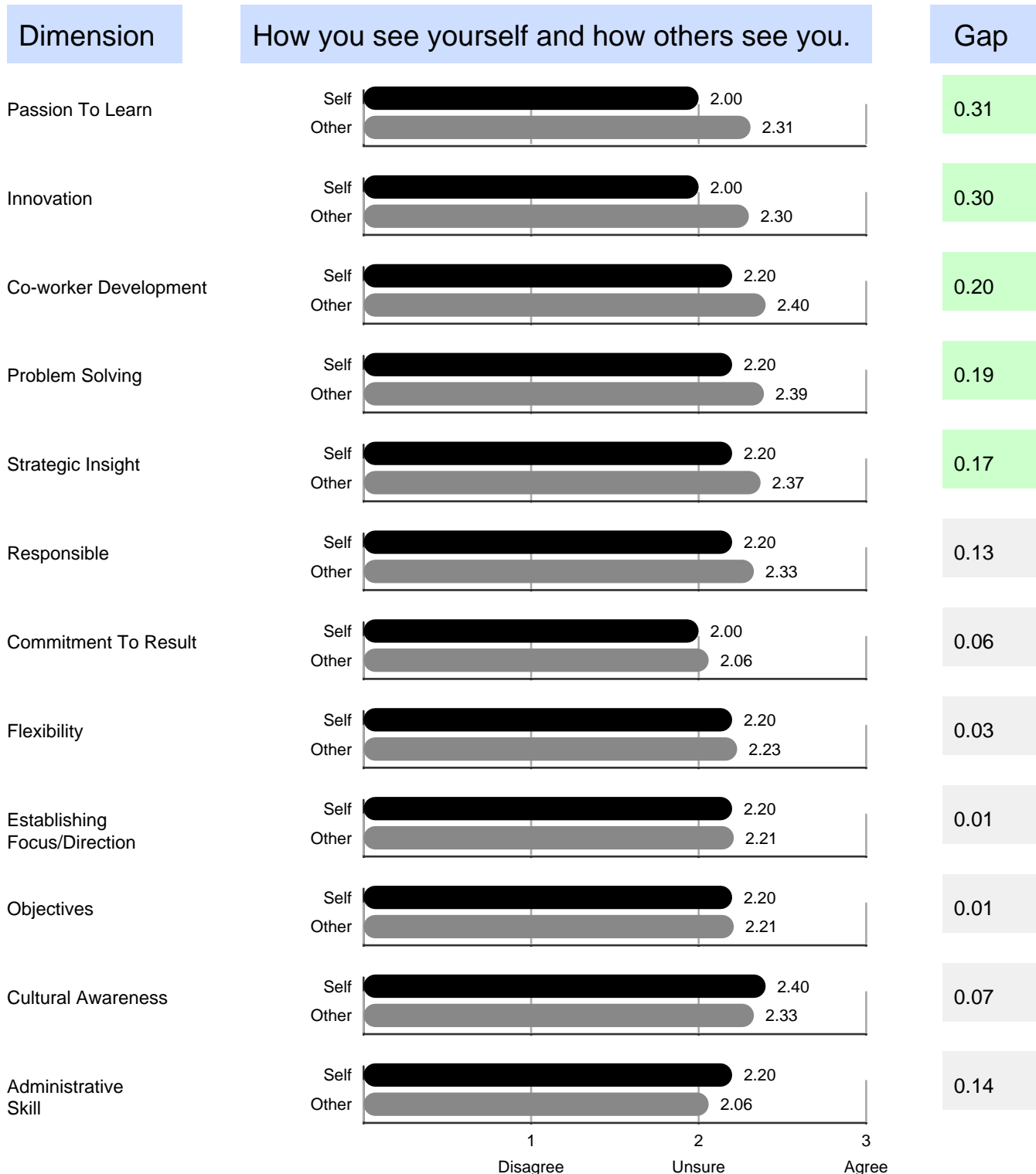
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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

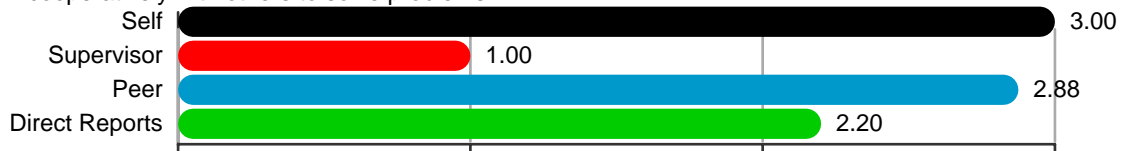
Summary Scores



1. You generate alternative solutions to problems and challenges.



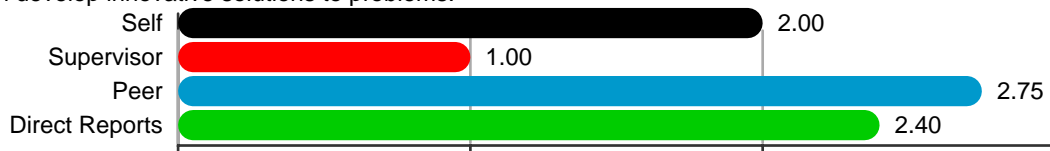
2. You work cooperatively with others to solve problems.



3. You are able to solve problems at root cause rather than at symptom level.



4. You can develop innovative solutions to problems.



5. You identify fresh approaches and shows a willingness to question traditional assumptions.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You generate alternative solutions to problems and challenges.	15	2.27	33.3	7%	60%	33%
2. You work cooperatively with others to solve problems.	15	2.53	73.3	20%	7%	73%
3. You are able to solve problems at root cause rather than at symptom level.	15	2.33	40.0	7%	53%	40%
4. You can develop innovative solutions to problems.	15	2.47	53.3	7%	40%	53%
5. You identify fresh approaches and shows a willingness to question traditional assumptions.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- Provide more clarity. Increase your technical knowledge.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She is a charismatic leader. Really the best!!

Innovation

Summary Scores



6. You foster a creative and innovative work environment.



7. You implement best practices within the department.



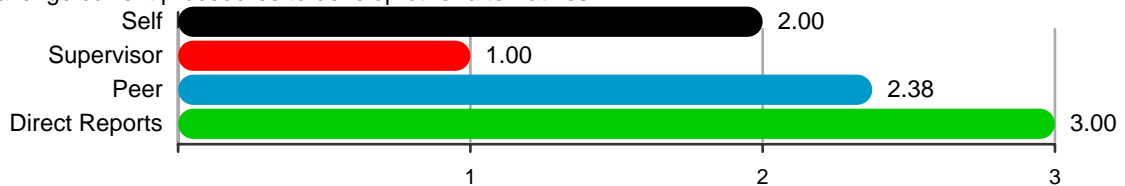
8. You create a safe environment for idea-sharing.



9. You find creative ways to get things done with limited resources.



10. You challenge current procedures to develop other alternatives.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. You foster a creative and innovative work environment.	15	2.13	33.3	20%	47%	33%
7. You implement best practices within the department.	15	2.07	26.7	20%	53%	27%
8. You create a safe environment for idea-sharing.	15	2.33	40.0	7%	53%	40%
9. You find creative ways to get things done with limited resources.	15	2.40	53.3	13%	33%	53%
10. You challenge current procedures to develop other alternatives.	15	2.47	60.0	13%	27%	60%

Comments:

- She is a strong leader complemented with sound judgement
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She has a vast storehouse of knowledge about the facility and our policies.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.

Flexibility

Summary Scores



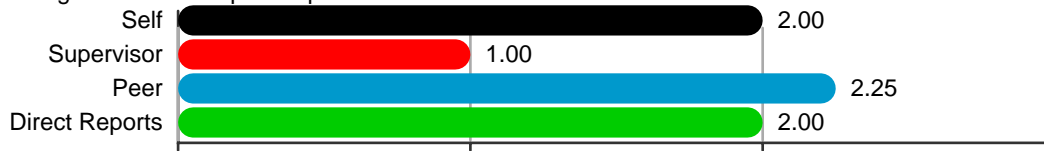
11. You implement changes as a result of having listened to employees



12. You are open to the perspectives/viewpoints of others.



13. You encourage others to adopt new procedures.



14. You act decisively in frequently changing and uncertain environment.



15. You are effective in incorporating new ideas.



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 (Disagree) to green (Agree).

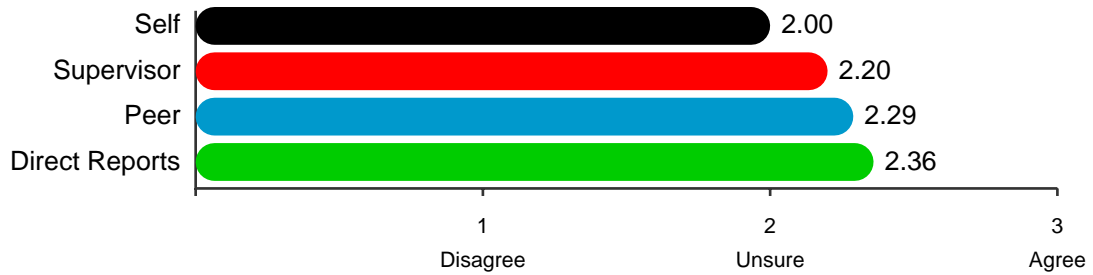
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You implement changes as a result of having listened to employees	15	2.33	40.0	7%	53%	40%
12. You are open to the perspectives/viewpoints of others.	15	2.07	20.0	13%	67%	20%
13. You encourage others to adopt new procedures.	15	2.07	26.7	20%	53%	27%
14. You act decisively in frequently changing and uncertain environment.	15	2.27	40.0	13%	47%	40%
15. You are effective in incorporating new ideas.	14	2.43	50.0	7%	43%	50%

Comments:

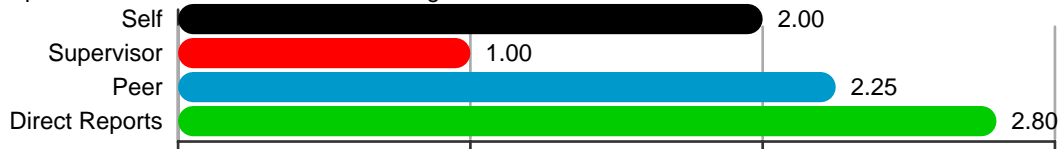
- Manager is always interested in our views, and continually works at implementing our suggestions.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ has also attended many off-site events to show her support to department staff.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ 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.

Passion To Learn

Summary Scores



16. You are open minded and curious about learning new skills.



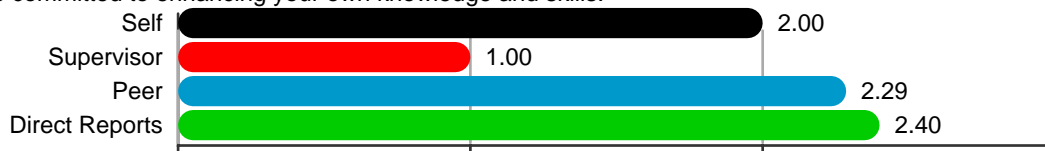
17. You are open to feedback from others.



18. You stay up-to-date on emerging technologies.



19. You are committed to enhancing your own knowledge and skills.



20. You enhance your value to the company through additional training and development.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. You are open minded and curious about learning new skills.	15	2.33	46.7	13%	40%	47%
17. You are open to feedback from others.	15	2.33	40.0	7%	53%	40%
18. You stay up-to-date on emerging technologies.	14	2.00	14.3	14%	71%	14%
19. You are committed to enhancing your own knowledge and skills.	14	2.21	42.9	21%	36%	43%
20. You enhance your value to the company through additional training and development.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- I enjoy working with ___ and look forward to future opportunities for collaboration.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- Constantly working on improving the customer experience.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

Cultural Awareness

Summary Scores



21. You show respect in daily interactions



22. You value the opinions of diverse groups and individual.



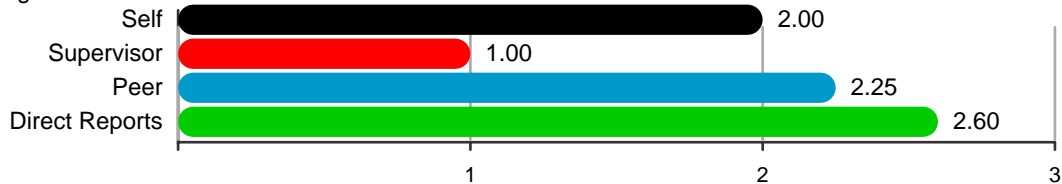
23. You respect others regardless of age, race, gender, nationality, or disability.



24. You seek out different viewpoints and benefits from different perspectives.



25. You recognize and value individual and cultural differences.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. You show respect in daily interactions	15	2.60	66.7	7%	27%	67%
22. You value the opinions of diverse groups and individual.	15	2.33	40.0	7%	53%	40%
23. You respect others regardless of age, race, gender, nationality, or disability.	15	2.07	20.0	13%	67%	20%
24. You seek out different viewpoints and benefits from different perspectives.	15	2.40	53.3	13%	33%	53%
25. You recognize and value individual and cultural differences.	15	2.27	53.3	27%	20%	53%

Comments:

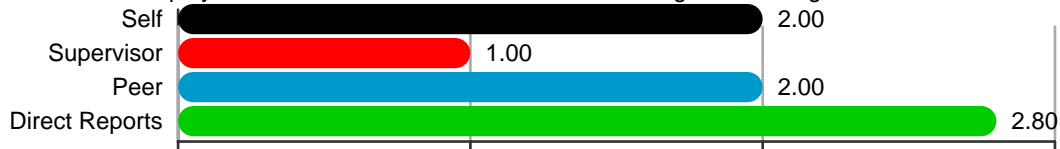
- ___ is always working to include staff in a shared decision making processes.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.

Establishing Focus/Direction

Summary Scores



26. You make sure that employees understand how their work relates to organizational goals.



27. You maintain focus when handling several problems or tasks simultaneously.



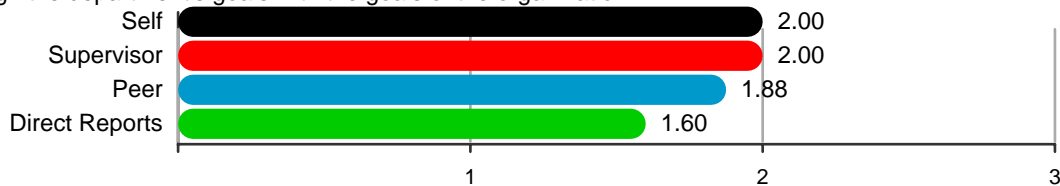
28. You make sure that employees understand and identify with the team's mission.



29. You stay focused even when under pressure and stress.



30. You align the department's goals with the goals of the organization.



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 (Disagree) to green (Agree).

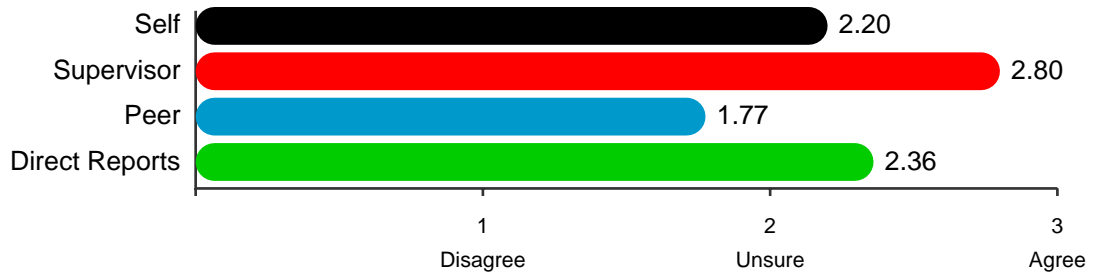
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You make sure that employees understand how their work relates to organizational goals.	15	2.20	33.3	13%	53%	33%
27. You maintain focus when handling several problems or tasks simultaneously.	15	2.00	26.7	27%	47%	27%
28. You make sure that employees understand and identify with the team's mission.	15	2.47	53.3	7%	40%	53%
29. You stay focused even when under pressure and stress.	15	2.60	60.0		40%	60%
30. You align the department's goals with the goals of the organization.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has an incredible vision for our organization's strategy and improvement efforts.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- Good Team Player! Good decision making skills. A hard worker.
- She is someone that has proven she can be trusted to do what is right.
- ___ is a strong leader and passionate about her customers, staff and safety.

Administrative Skill

Summary Scores



31. You complete reports on-time.



32. You have strong organizational skills to keep the workspace and department in order



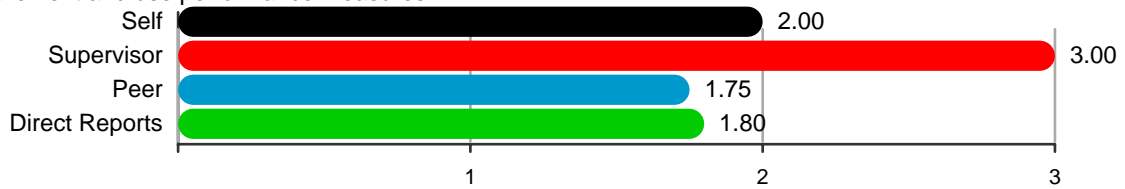
33. You are enthusiastic about taking on challenging projects.



34. You have a high attention to detail.



35. You implement and use performance measures.



Level of Skill

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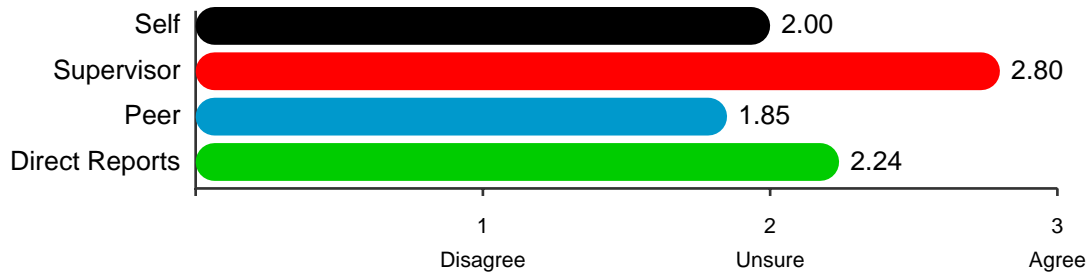
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You complete reports on-time.	15	2.13	33.3	20%	47%	33%
32. You have strong organizational skills to keep the workspace and department in order	15	2.13	33.3	20%	47%	33%
33. You are enthusiastic about taking on challenging projects.	15	2.07	33.3	27%	40%	33%
34. You have a high attention to detail.	15	2.13	26.7	13%	60%	27%
35. You implement and use performance measures.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ is so attentive to the needs of our department and to the needs of individuals.
- ___ is a very positive addition to our Management team.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- She is also very enthusiastic and energetic.

Commitment To Result

Summary Scores



36. You are able to focus on a task even when working alone.



37. You are willing to do whatever it takes-not afraid to have to put in extra effort.



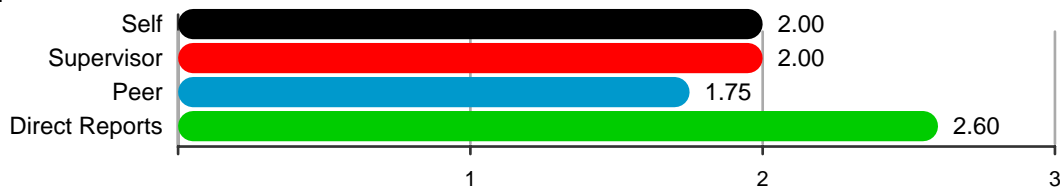
38. You maintain persistence and dedication to achieving results.



39. You coordinate all department activities into a cohesive team effort.



40. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



Level of Skill

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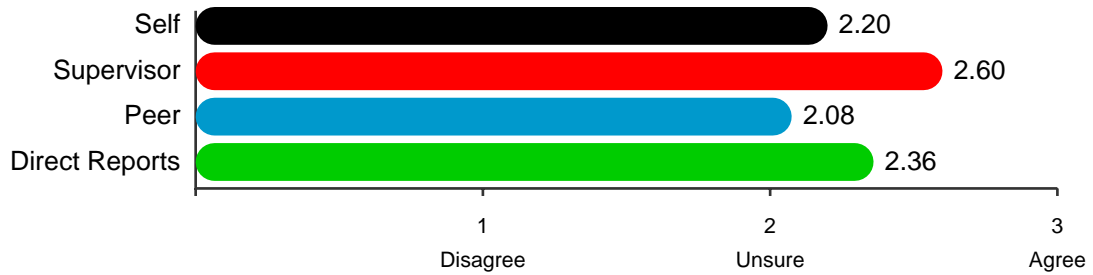
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You are able to focus on a task even when working alone.	15	1.87	20.0	33%	47%	20%
37. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	1.93	13.3	20%	67%	13%
38. You maintain persistence and dedication to achieving results.	15	2.07	33.3	27%	40%	33%
39. You coordinate all department activities into a cohesive team effort.	15	2.33	33.3		67%	33%
40. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.07	33.3	27%	40%	33%

Comments:

- Participates in training to learn Core Competency processes.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- I really appreciate her.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- ___ works very well with other departments.

Objectives

Summary Scores



41. You communicate goals and objectives to employees.



42. You work toward achieving established goals and objectives.



43. You assure [Company] principles are understood, employed & pursued.



44. You consistently provide me with timely feedback for improving my performance.



45. You set long-term and short-term goals.



Level of Skill

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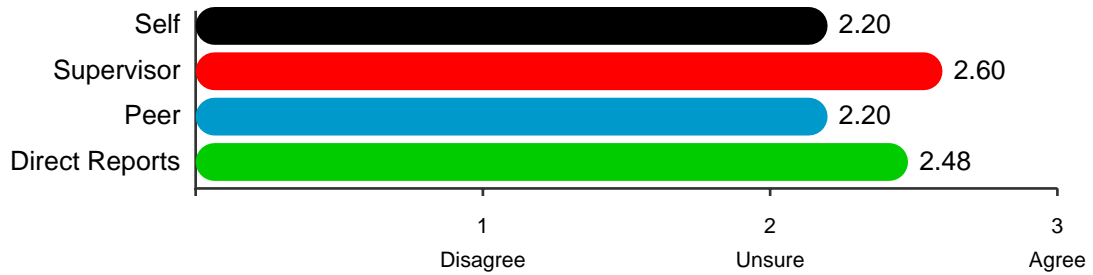
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. You communicate goals and objectives to employees.	15	2.00	26.7	27%	47%	27%
42. You work toward achieving established goals and objectives.	15	2.13	33.3	20%	47%	33%
43. You assure [Company] principles are understood, employed & pursued.	15	2.20	40.0	20%	40%	40%
44. You consistently provide me with timely feedback for improving my performance.	15	2.20	26.7	7%	67%	27%
45. You set long-term and short-term goals.	15	2.53	60.0	7%	33%	60%

Comments:

- Job performance is excellent. Lucky to have ___ on our team.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.

Responsible

Summary Scores



46. You work in a way that makes others want to work with you.



47. You are responsible for setting the vision of the department.



48. You set a good example.



49. Your behavior is ethical and honest.



50. You take personal responsibility for results.



Level of Skill

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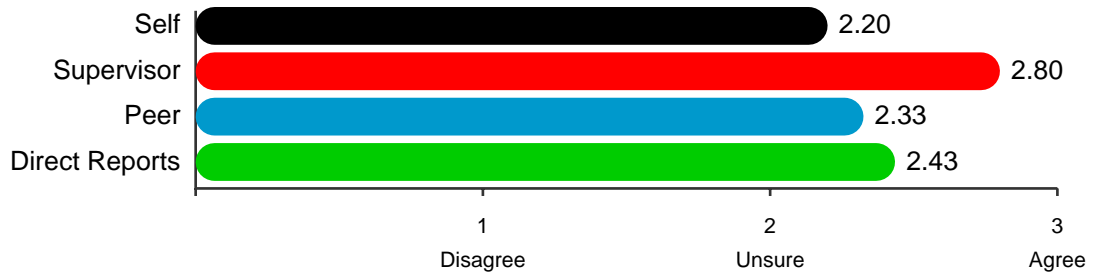
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. You work in a way that makes others want to work with you.	15	2.27	26.7		73%	27%
47. You are responsible for setting the vision of the department.	15	2.13	26.7	13%	60%	27%
48. You set a good example.	15	2.40	40.0		60%	40%
49. Your behavior is ethical and honest.	15	2.47	46.7		53%	47%
50. You take personal responsibility for results.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- She challenges me every day to be my best and I appreciate that.
- Building relationships of trust to enhance safety is an important part of our approach.

Co-worker Development

Summary Scores



51. You give others development opportunities through project assignments and increased job responsibilities



52. You take immediate action on poor performance



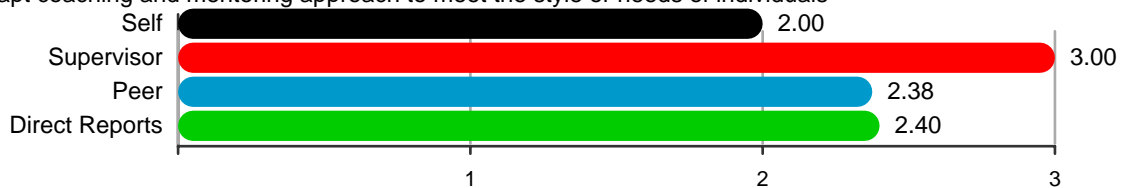
53. You provide ongoing feedback to co-workers on your development progress



54. You work to identify root causes of performance problems



55. You adapt coaching and mentoring approach to meet the style or needs of individuals



Level of Skill

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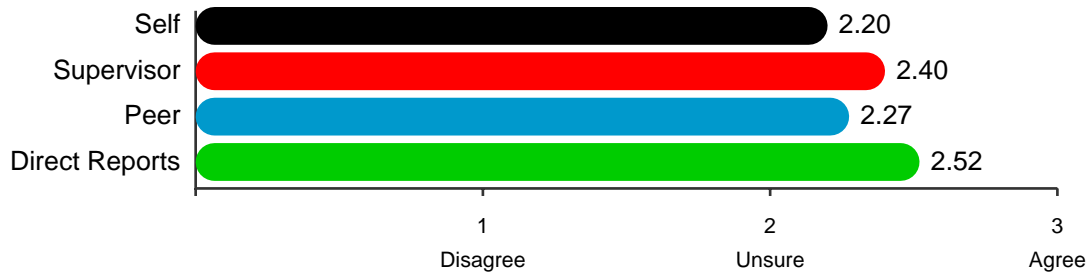
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. You give others development opportunities through project assignments and increased job responsibilities	14	2.21	28.6	7%	64%	29%
52. You take immediate action on poor performance	14	2.29	42.9	14%	43%	43%
53. You provide ongoing feedback to co-workers on your development progress	15	2.53	53.3		47%	53%
54. You work to identify root causes of performance problems	15	2.47	46.7		53%	47%
55. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	2.40	40.0		60%	40%

Comments:

- ___ takes people where they want to go and pushes them to be their own success.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- She does not settle- but will continue a search until the right fit is found.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- ___ has an impressive vision for the company.
- Attitude is there; however, follow through is lacking at times.

Strategic Insight

Summary Scores



56. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



57. You communicate vision for the department and company.



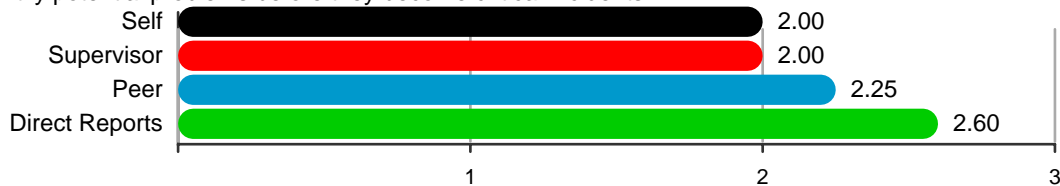
58. You identify root causes of problems.



59. You analyze records and reports to obtain insight into potential issues and trends.



60. You identify potential problems before they become critical incidents.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.53	53.3	47%	53%	
57. You communicate vision for the department and company.	15	2.33	33.3	67%	33%	
58. You identify root causes of problems.	15	2.33	33.3	67%	33%	
59. You analyze records and reports to obtain insight into potential issues and trends.	15	2.27	26.7	73%	27%	
60. You identify potential problems before they become critical incidents.	15	2.33	33.3	67%	33%	

Comments:

- She would benefit from soliciting more feedback and pushing others to do more.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- Willingness to help, patience in teaching.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- She is very effective.

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?

- ___'s dedication and leadership in the management development program is evident.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- 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.
- ___ is always professional during interactions with staff.
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.

What do you like best about working with this individual?

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- She makes me feel like an important and valued team member.
- She works diligently with our supplier to ensure the inventory is cost effective.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.

What do you like least about working with this individual?

- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- There is room for improvement in all these elements.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ___ 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.
- ___ is an excellent manager.

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

- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- Willingness to pitch in, desire to grow, and a great attitude.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- She has an open door policy and is available when needed.

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

- Improve communication delivery. Acknowledge what others are saying.
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- Employees were not encouraged to do anything besides come to work.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- She make sure the team effort not only succeed on paper.

Any final comments?

- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- I value and appreciate ___ very much.
- I really enjoy her mentorship.
- ___ is approachable and professional in her interaction with staff and with customers.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.