



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.

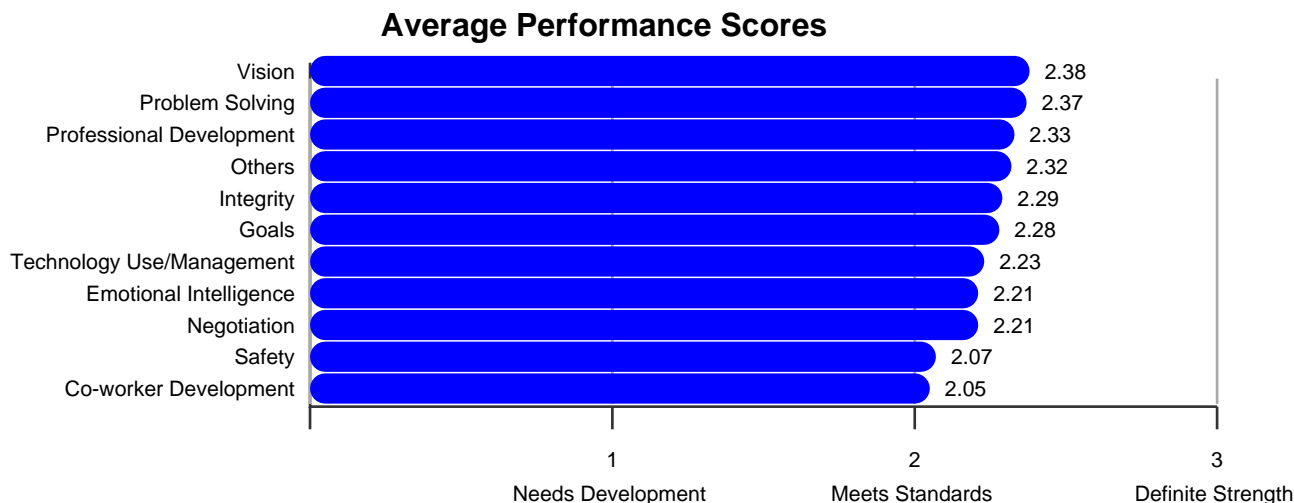
What to Do with Your Feedback

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 11 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

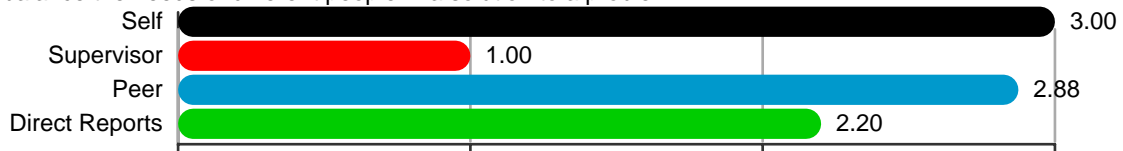
Summary Scores



1. Ability to develop innovative solutions to problems.



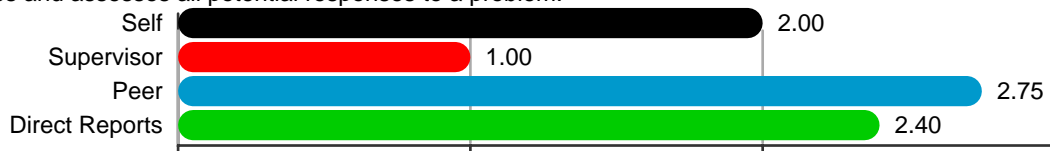
2. Able to balance the needs of different people in a solution to a problem.



3. Makes judgments based upon relevant information.



4. Identifies and assesses all potential responses to a problem.



5. Ability to solve problems at root cause rather than at symptom level.



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 1	Meets Standards 2	Definite Strength 3
1. Ability to develop innovative solutions to problems.	15	2.27	33.3	7%	60%	33%
2. Able to balance the needs of different people in a solution to a problem.	15	2.53	73.3	20%	7%	73%
3. Makes judgments based upon relevant information.	15	2.33	40.0	7%	53%	40%
4. Identifies and assesses all potential responses to a problem.	15	2.47	53.3	7%	40%	53%
5. Ability to solve problems at root cause rather than at symptom level.	15	2.27	40.0	13%	47%	40%

Comments:

- She has helped make me a better manager through her actions and follow through.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.

Goals

Summary Scores



6. Makes sure that team members have a clear idea of our group's goals.



7. Goal Setting



8. Understands & contributes to development of strategic goals.



9. Conducts timely follow-up; keeps others informed on a need to know basis.



10. Achieves 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Makes sure that team members have a clear idea of our group's goals.	15	2.13	33.3	20%	47%	33%
7. Goal Setting	15	2.07	26.7	20%	53%	27%
8. Understands & contributes to development of strategic goals.	15	2.33	40.0	7%	53%	40%
9. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.40	53.3	13%	33%	53%
10. Achieves goals.	15	2.47	60.0	13%	27%	60%

Comments:

- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- Great to have you on the team!
- ___ is very sharp and plays a vital role in this organization
- she understands where our opportunities for savings in the employee benefits plan may be.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.

Technology Use/Management

Summary Scores



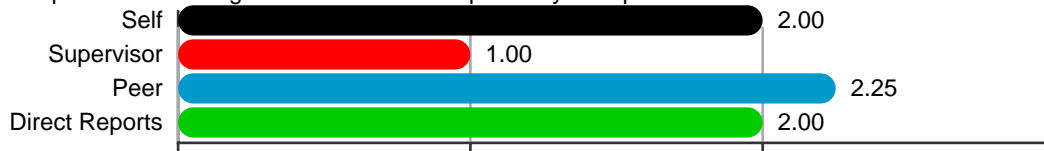
11. Maximizes the use of new technology to deliver products and services.



12. Proficient in the use of technical systems and processes.



13. Applies complex rules and regulations to maintain optimal system performance.



14. Adopts the implementation of new technology into the workplace.



15. Understands and is committed to implementing new technologies.



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 1	Meets Standards 2	Definite Strength 3
11. Maximizes the use of new technology to deliver products and services.	15	2.33	40.0	7%	53%	40%
12. Proficient in the use of technical systems and processes.	15	2.07	20.0	13%	67%	20%
13. Applies complex rules and regulations to maintain optimal system performance.	15	2.07	26.7	20%	53%	27%
14. Adopts the implementation of new technology into the workplace.	15	2.27	40.0	13%	47%	40%
15. Understands and is committed to implementing new technologies.	14	2.43	50.0	7%	43%	50%

Comments:

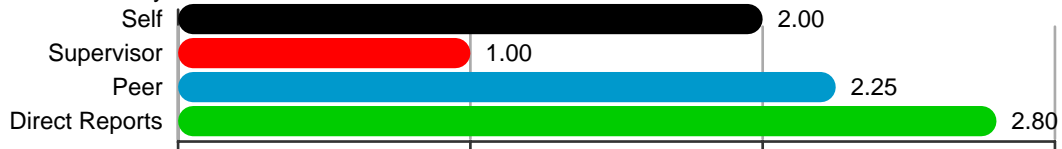
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- ___ always has the customer at the center of focus.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- Increase business knowledge relating to overall strategic plan and the day to day operations.

Integrity

Summary Scores



16. Demonstrates sincerity in actions with others.



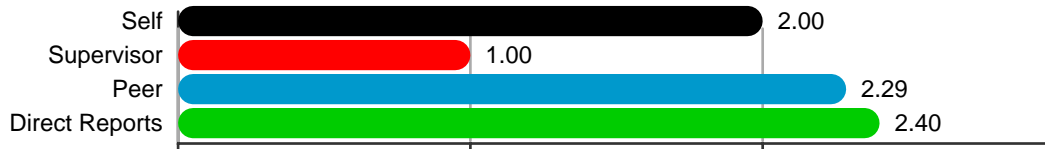
17. Follows tasks to completion.



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



19. Develops trust and confidence from others.



20. Maintains strong relationships with 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 1	Meets Standards 2	Definite Strength 3
16. Demonstrates sincerity in actions with others.	15	2.33	46.7	13%	40%	47%
17. Follows tasks to completion.	15	2.33	40.0	7%	53%	40%
18. Establishes relationships of trust, honesty, fairness, and integrity.	14	2.00	14.3	14%	71%	14%
19. Develops trust and confidence from others.	14	2.21	42.9	21%	36%	43%
20. Maintains strong relationships with others.	15	2.53	60.0	7%	33%	60%

Comments:

- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.

Professional Development

Summary Scores



21. Encourages employees to take courses relevant to their job.



22. Seeks opportunities for continuous learning.



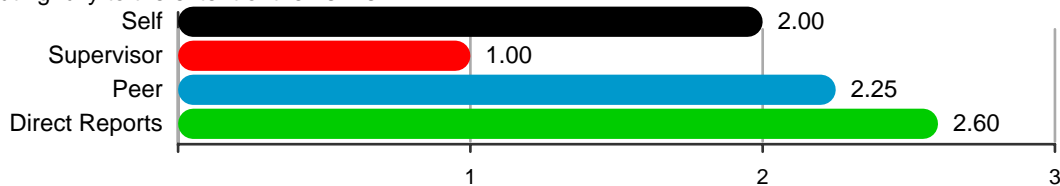
23. Allows employees to fully participate in employee training and professional development.



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



25. Contributing fully to the extent of their skills



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 1	Meets Standards 2	Definite Strength 3
21. Encourages employees to take courses relevant to their job.	15	2.60	66.7	7%	27%	67%
22. Seeks opportunities for continuous learning.	15	2.33	40.0	7%	53%	40%
23. Allows employees to fully participate in employee training and professional development.	15	2.07	20.0	13%	67%	20%
24. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.40	53.3	13%	33%	53%
25. Contributing fully to the extent of their skills	15	2.27	53.3	27%	20%	53%

Comments:

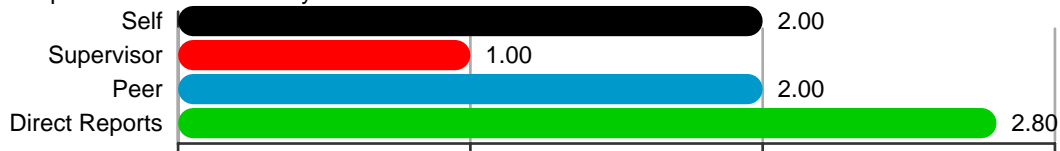
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ is a solid performer knows her stuff.
- I have enjoyed working with ___ and will miss her support and direction.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- She is effective and her knowledge of processes is invaluable.

Emotional Intelligence

Summary Scores



26. Is able to express themselves clearly.



27. Accurately perceives the emotional reactions of others.



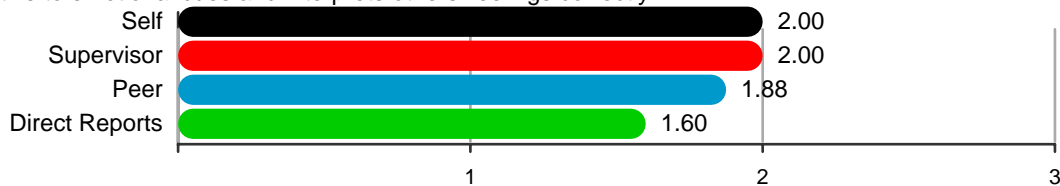
28. Able to understand others' points of view.



29. Is able to manage their own emotions.



30. Is attentive to emotional cues and interprets others' feelings correctly.



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 1	Meets Standards 2	Definite Strength 3
26. Is able to express themselves clearly.	15	2.20	33.3	13%	53%	33%
27. Accurately perceives the emotional reactions of others.	15	2.00	26.7	27%	47%	27%
28. Able to understand others' points of view.	15	2.47	53.3	7%	40%	53%
29. Is able to manage their own emotions.	15	2.60	60.0		40%	60%
30. Is attentive to emotional cues and interprets others' feelings correctly.	15	1.80	13.3	33%	53%	13%

Comments:

- She is very astute, proactive in problem solving, and a great team member.
- She has hired good people, and developed strong relationships with finance.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.

Safety

Summary Scores



31. Committed to safety in the workplace.



32. Develops safety guidelines for the department.



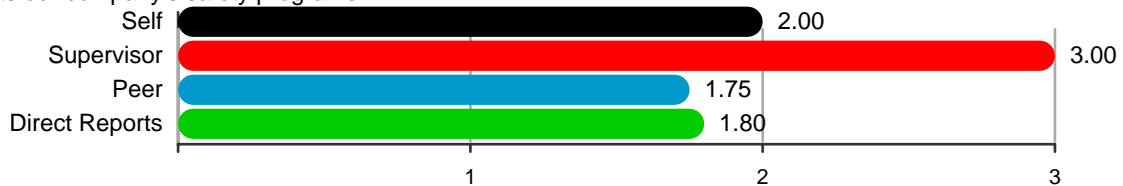
33. Participates in safety training as applicable.



34. Identifies and addresses safety needs.



35. Supports our company's safety programs.



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 1	Meets Standards 2	Definite Strength 3
31. Committed to safety in the workplace.	15	2.13	33.3	20%	47%	33%
32. Develops safety guidelines for the department.	15	2.13	33.3	20%	47%	33%
33. Participates in safety training as applicable.	15	2.07	33.3	27%	40%	33%
34. Identifies and addresses safety needs.	15	2.13	26.7	13%	60%	27%
35. Supports our company's safety programs.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ is an extremely effective leader.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.

Co-worker Development

Summary Scores



36. Gives others development opportunities through project assignments and increased job responsibilities



37. Provides ongoing feedback to co-workers on their development progress



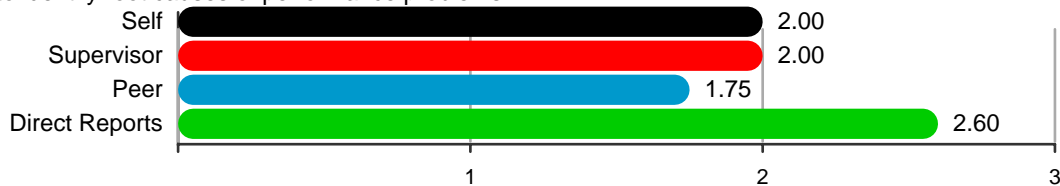
38. Adapts coaching and mentoring approach to meet the style or needs of individuals



39. Sets and clearly communicates expectations, performance goals, and measurements to others



40. Works to identify root causes of performance problems



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 1	Meets Standards 2	Definite Strength 3
36. Gives others development opportunities through project assignments and increased job responsibilities	15	1.87	20.0	33%	47%	20%
37. Provides ongoing feedback to co-workers on their development progress	15	1.93	13.3	20%	67%	13%
38. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.07	33.3	27%	40%	33%
39. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.33	33.3		67%	33%
40. Works to identify root causes of performance problems	15	2.07	33.3	27%	40%	33%

Comments:

- 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.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- ___ is a wonderful person to work for.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- I know that ___ cares about me as a total individual not just as a professional.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.

Negotiation

Summary Scores



41. Establishes good working relationships with others.



42. Able to say "no" when it is essential to maintaining quality and high standards.



43. Able to adapt to changing situations.



44. Influences others through rational argument and persuasion.



45. Able to influence others to accept certain positions.



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 1	Meets Standards 2	Definite Strength 3
41. Establishes good working relationships with others.	15	2.00	26.7	27%	47%	27%
42. Able to say "no" when it is essential to maintaining quality and high standards.	15	2.13	33.3	20%	47%	33%
43. Able to adapt to changing situations.	15	2.20	40.0	20%	40%	40%
44. Influences others through rational argument and persuasion.	15	2.20	26.7	7%	67%	27%
45. Able to influence others to accept certain positions.	15	2.53	60.0	7%	33%	60%

Comments:

- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- she is open and willing to share her vision for the team.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- She sometimes comes off as confused about organizational/operational direction.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.

Others

Summary Scores



46. Constructively receives criticism and suggestions from others.



47. Respects the opinions of other employees.



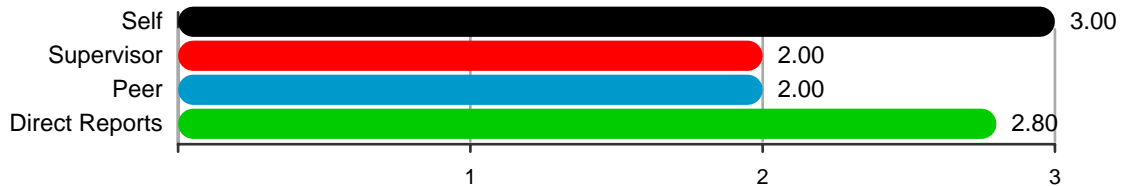
48. Consistently demonstrates ability and willingness to trust others.



49. Treats others with respect and dignity.



50. Helpful



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).

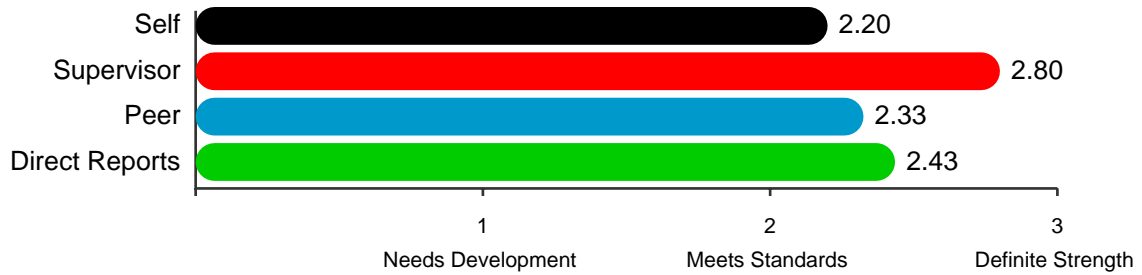
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Constructively receives criticism and suggestions from others.	15	2.27	26.7		73%	27%
47. Respects the opinions of other employees.	15	2.13	26.7	13%	60%	27%
48. Consistently demonstrates ability and willingness to trust others.	15	2.40	40.0		60%	40%
49. Treats others with respect and dignity.	15	2.47	46.7		53%	47%
50. Helpful	15	2.33	46.7	13%	40%	47%

Comments:

- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.

Vision

Summary Scores



51. Behaves in a way that is consistent with business values & code of conduct



52. Develops action plans to align his/her work with the goals of the organization



53. Creates a common vision for others.



54. Works to support the strategy of [Company]



55. Demonstrates consistency between words and actions



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 1	Meets Standards 2	Definite Strength 3
51. Behaves in a way that is consistent with business values & code of conduct	14	2.21	28.6	7%	64%	29%
52. Develops action plans to align his/her work with the goals of the organization	14	2.29	42.9	14%	43%	43%
53. Creates a common vision for others.	15	2.53	53.3		47%	53%
54. Works to support the strategy of [Company]	15	2.47	46.7		53%	47%
55. Demonstrates consistency between words and actions	15	2.40	40.0		60%	40%

Comments:

- ___ is very approachable and always willing to listen.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- She is passionate about providing the services necessary to meet the needs of our organization.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ 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
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.

What do you like best about working with this individual?

- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- She challenges me every day to be my best and I appreciate that.
- 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.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- I believe I need to give her a chance to get into her position.

What do you like least about working with this individual?

- Our desire to improve loss rates has been encouraged and supported by ___.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.

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

- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- Completes variance analysis and identifies corrective actions.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- She often involves her team in decision making and to determine how to achieve outcomes.
- She is beginning to reach out to the other managers more, and it is appreciated.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.

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

- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- ___ teams with others to improve communication and process.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- Lean on team to help reduce burden and establish clear expectations.
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.

Any final comments?

- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- She is smart, quick, compassionate, and thorough.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- ___ 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.
- Your initiative influences others in a positive way.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.