

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.

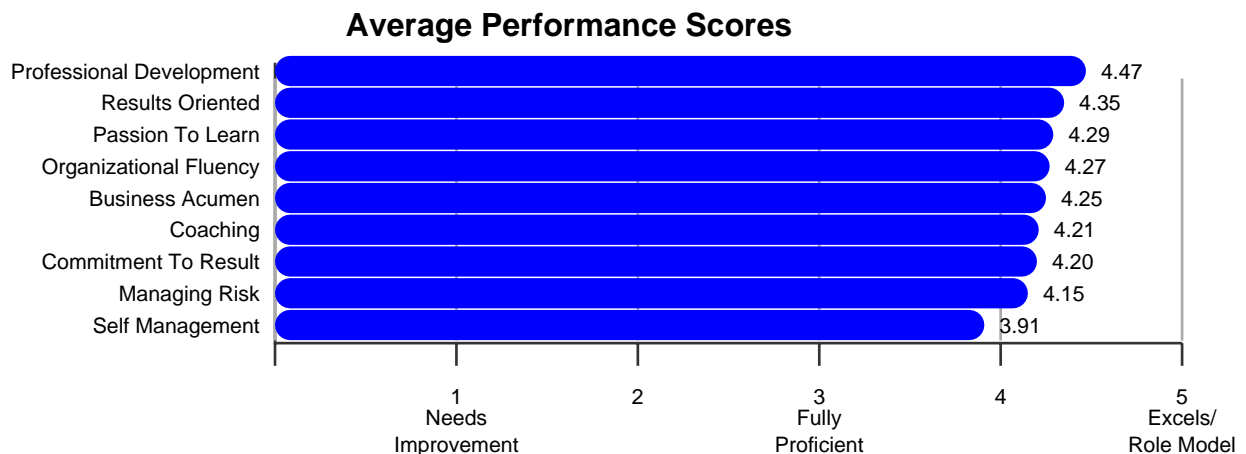
What to Do with Your Feedback

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

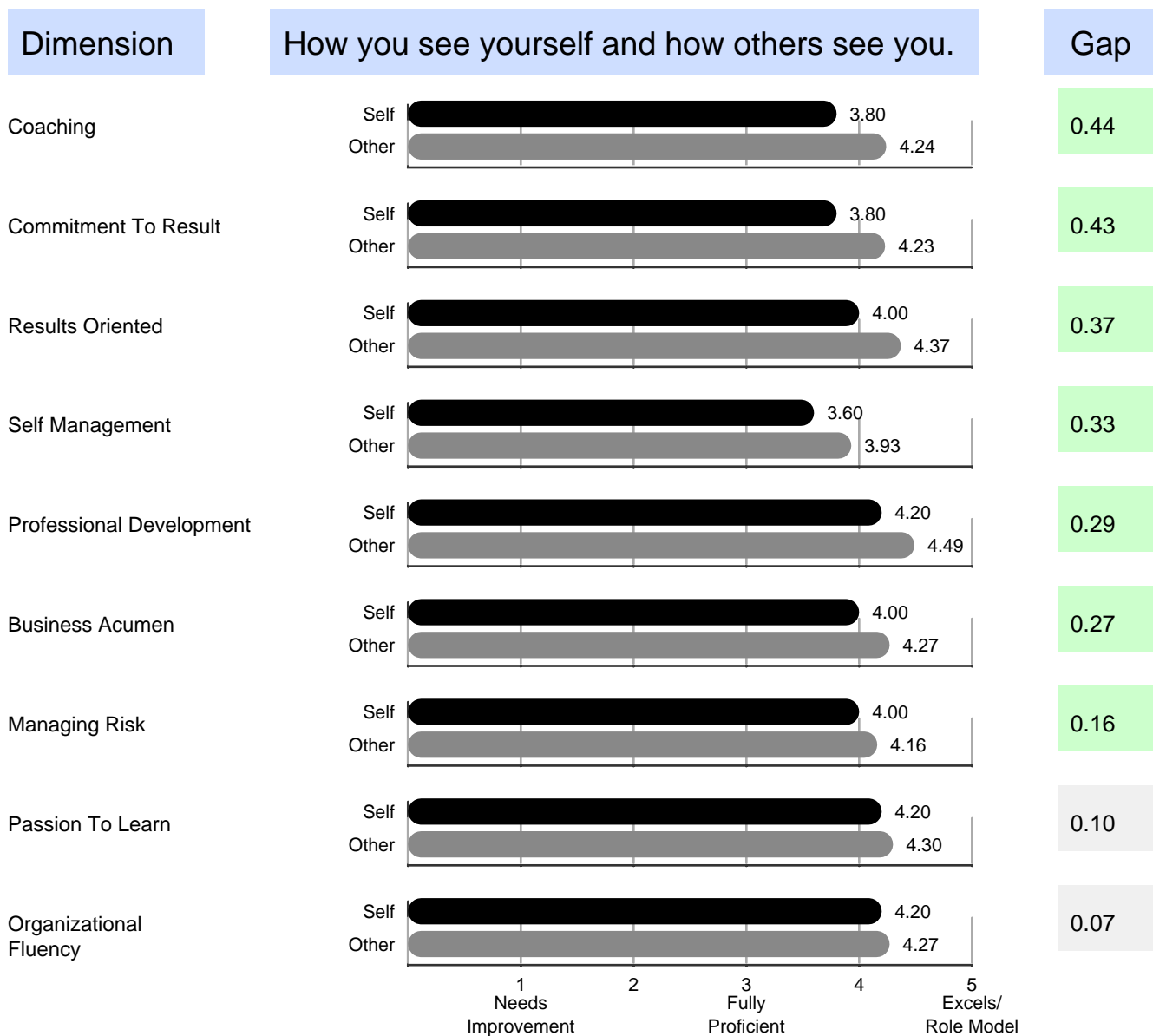
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



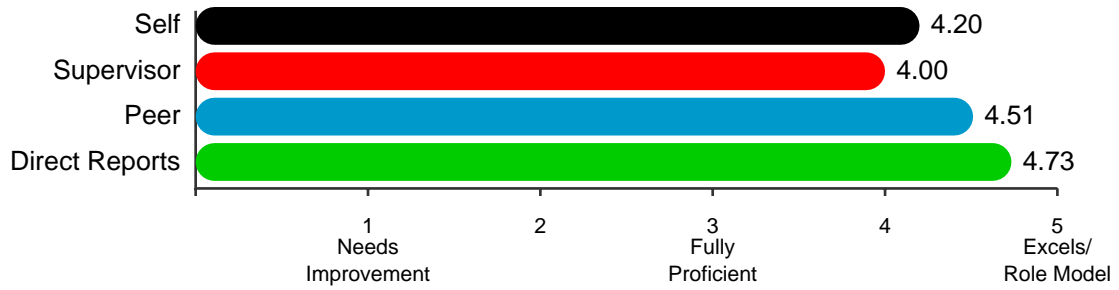
Gap Analysis

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.



Professional Development

Summary Scores



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



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



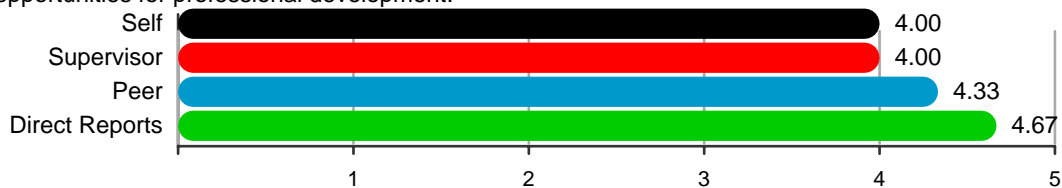
3. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



4. Seeks opportunities for continuous learning.



5. Seeks opportunities for professional 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 (Needs Improvement) to green (Excels/ Role Model).

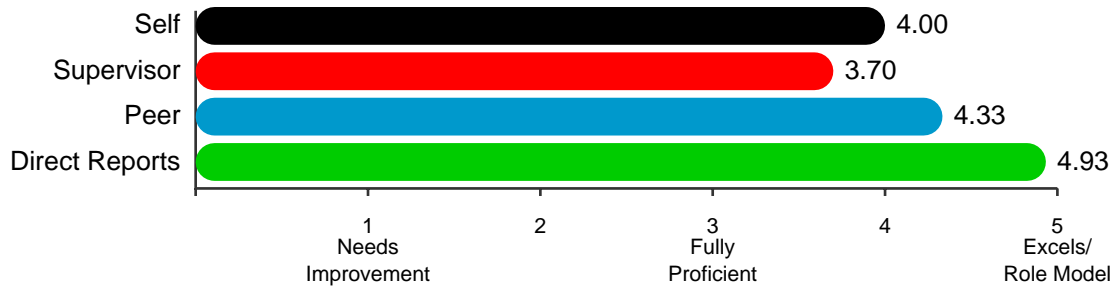
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Keep themselves up-to-date of technical/professional issues	15	4.20	93.3	7%	67%	27%
2. Allows employees to fully participate in employee training and professional development.	15	4.87	100.0	13%	87%	
3. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.33	93.3	7%	53%	40%
4. Seeks opportunities for continuous learning.	15	4.60	93.3	7%	27%	67%
5. Seeks opportunities for professional development.	15	4.33	93.3	7%	53%	40%

Comments:

- Shows curiosity.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.

Results Oriented

Summary Scores



6. Provides clear expectations for employees.



7. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



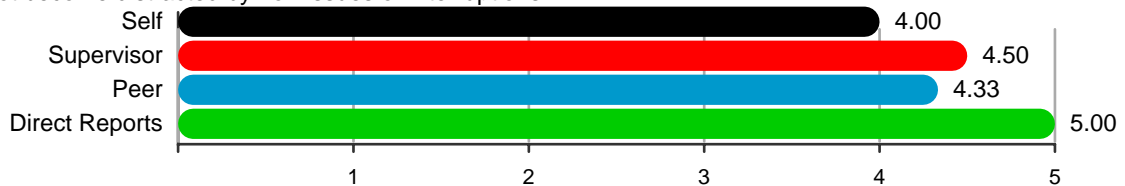
8. Encourages a high-energy, fun work environment and coaches others on how to do the same



9. Explains the "whys" behind organizational objectives



10. Does not become distracted by non-issues or interruptions.



Level of Skill

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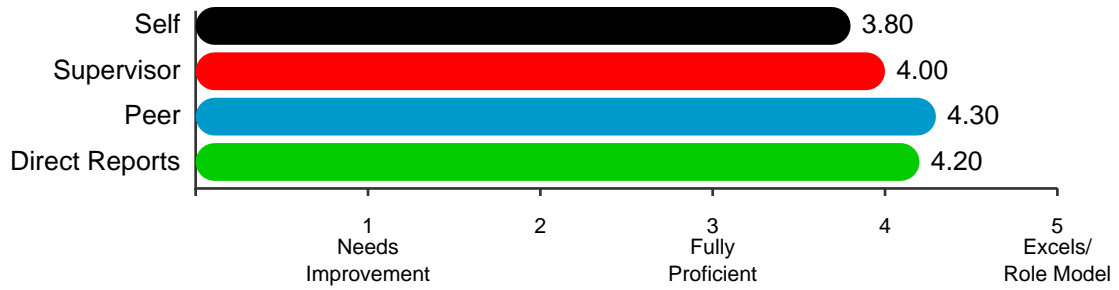
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
6. Provides clear expectations for employees.	15	4.20	93.3	7%	60%	33%
7. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	4.20	86.7	13%	53%	33%
8. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	4.40	93.3	7%	47%	47%
9. Explains the "whys" behind organizational objectives	15	4.47	93.3	7%	40%	53%
10. Does not become distracted by non-issues or interruptions.	15	4.47	93.3	7%	40%	53%

Comments:

- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- Her focus is for quality that is customer centered.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- She lets us develop our own style and inspires us to do our best.

Commitment To Result

Summary Scores



11. Takes immediate action toward goals.



12. Coordinates all department activities into a cohesive team effort.



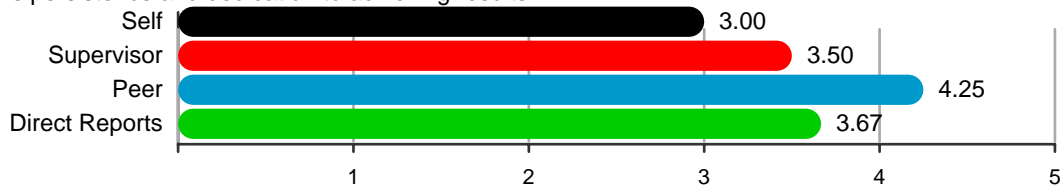
13. Creates a sense of urgency among the store team members to complete activities, which drive sales.



14. Encourages commitment in others to obtain results.



15. Maintains persistence and dedication to achieving results.



Level of Skill

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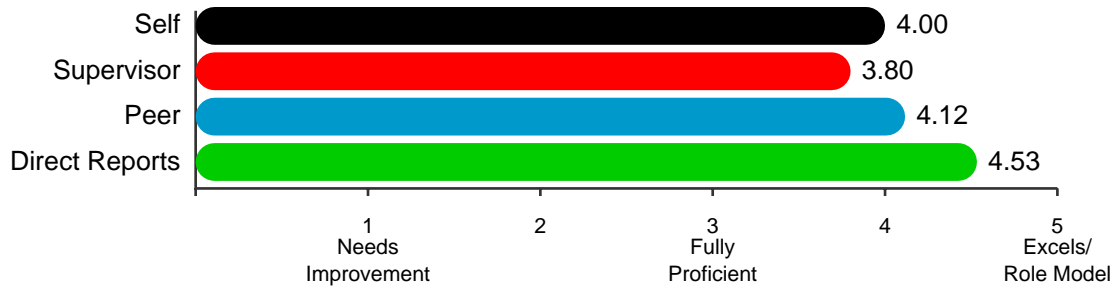
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Takes immediate action toward goals.	15	4.53	100.0	47%	53%	
12. Coordinates all department activities into a cohesive team effort.	15	4.27	100.0	73%	27%	
13. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.33	100.0	67%	33%	
14. Encourages commitment in others to obtain results.	15	3.93	73.3	27%	53%	20%
15. Maintains persistence and dedication to achieving results.	14	3.93	71.4	7%	21%	43% 29%

Comments:

- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- She is in an often times impossible position and is doing well all things considered
- 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.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- just know going through the hiring process with her.

Managing Risk

Summary Scores



16. Improves process safety where possible.



17. Seeks to retain the best and brightest employees.



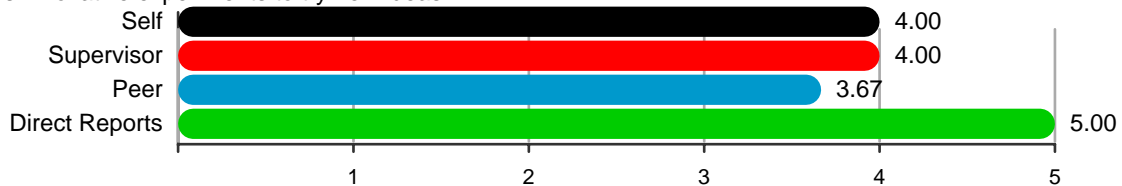
18. Accurately perceives potential risks in the workplace and initiates preventative measures.



19. Effectively responds to critical situations to reduce potential for losses.



20. Rewards innovative experiments to try new ideas.



Level of Skill

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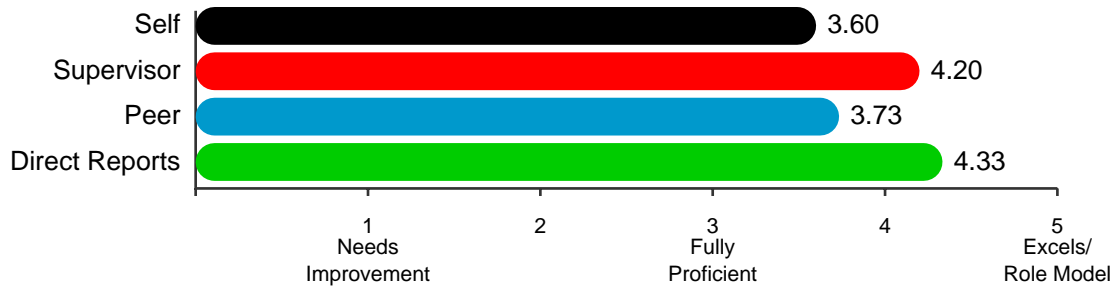
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
16. Improves process safety where possible.	15	4.33	86.7	13%	40%	47%
17. Seeks to retain the best and brightest employees.	15	4.20	86.7	13%	53%	33%
18. Accurately perceives potential risks in the workplace and initiates preventative measures.	14	3.93	92.9	7%	86%	7%
19. Effectively responds to critical situations to reduce potential for losses.	14	4.29	92.9	7%	50%	43%
20. Rewards innovative experiments to try new ideas.	15	4.00	66.7	7%	27%	40%

Comments:

- ___ is great about approaching and including staff input with decision making within the department.
- Don't know where we would be without her.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- She is well respected by her peers and it is clear to see why.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.

Self Management

Summary Scores



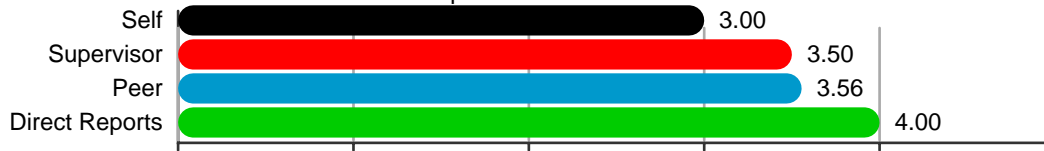
21. Analyzes interpersonal problems instead of reacting to them.



22. Consciously controls own negative emotions in order to keep team morale up.



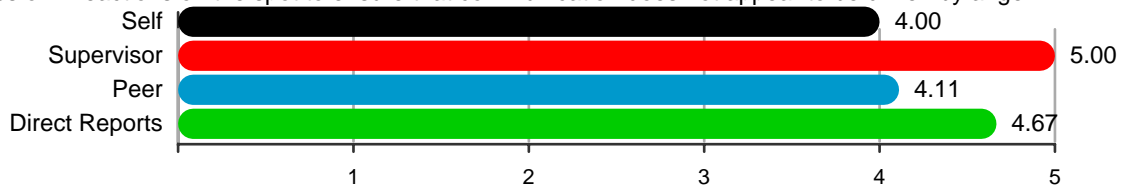
23. Does not allow own emotions to interfere with the performance of others.



24. Steps away from a situation to process appropriate response.



25. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



Level of Skill

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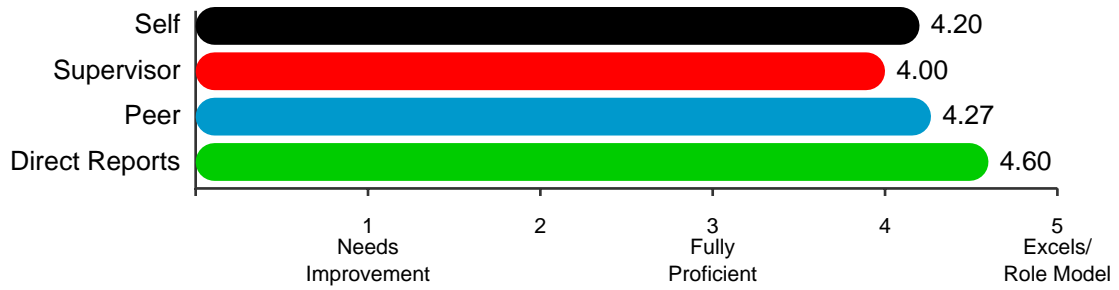
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Analyzes interpersonal problems instead of reacting to them.	15	3.93	66.7	13%	20%	27%		40%
22. Consciously controls own negative emotions in order to keep team morale up.	15	3.47	53.3	13%	33%	47%		7%
23. Does not allow own emotions to interfere with the performance of others.	15	3.60	66.7	13%	20%	60%		7%
24. Steps away from a situation to process appropriate response.	15	4.20	86.7	7%	7%	47%		40%
25. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.33	86.7	7%	7%	33%		53%

Comments:

- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- Is reliable and keeps the team focused on the delivery of outcomes.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.

Passion To Learn

Summary Scores



26. Constantly enhances product knowledge through experimentation and play.



27. Takes advantage of training opportunities when they arise.



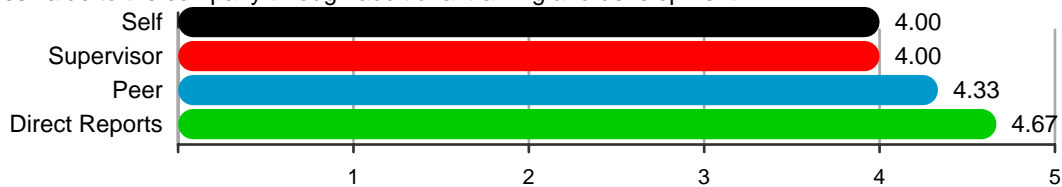
28. Inspires others to learn new things.



29. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



30. Enhances value to the company through additional training and development.



Level of Skill

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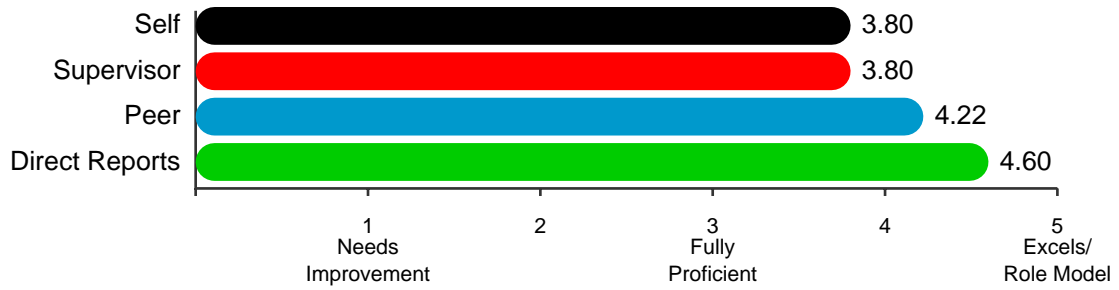
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Constantly enhances product knowledge through experimentation and play.	15	3.87	73.3	13%	13%	47%	27%
27. Takes advantage of training opportunities when they arise.	15	4.07	80.0	7%	13%	47%	33%
28. Inspires others to learn new things.	15	4.53	100.0			47%	53%
29. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	4.67	100.0			33%	67%
30. Enhances value to the company through additional training and development.	15	4.33	100.0			67%	33%

Comments:

- ___ listens to employees ideas and concerns and address the issues right away.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- It's been great working with her.
- 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 ___.
- She translated the creative thinking into real change and solution that advanced our department.

Coaching

Summary Scores



31. Helps employees to understand responsibilities, authority, and expectations.



32. Addresses employee behavior problems effectively.



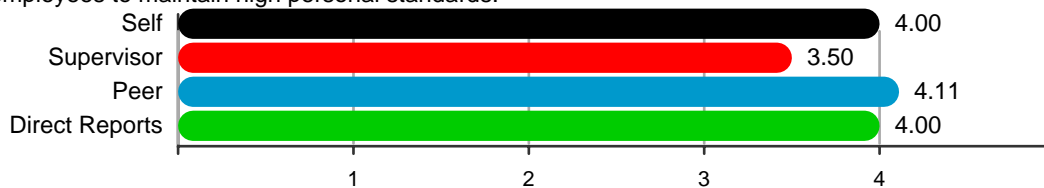
33. Provides clear, motivating, and constructive feedback.



34. Coaches employees in how to strengthen knowledge and skills to improve work performance.



35. Helps employees to maintain high personal standards.



Level of Skill

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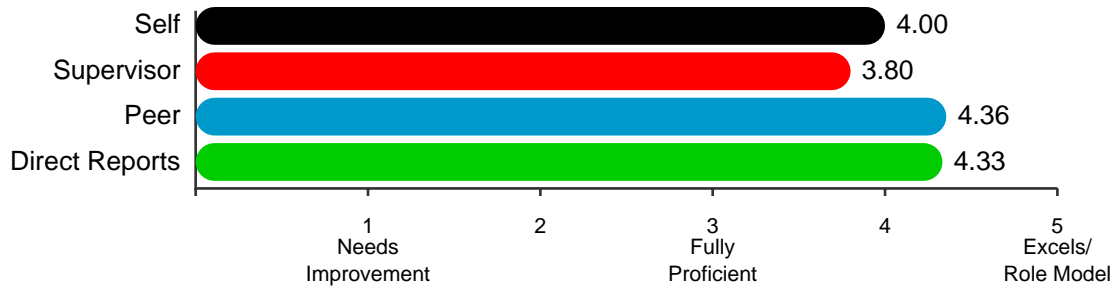
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Helps employees to understand responsibilities, authority, and expectations.	15	4.20	86.7	13%	53%	33%
32. Addresses employee behavior problems effectively.	15	4.40	100.0		60%	40%
33. Provides clear, motivating, and constructive feedback.	15	4.20	86.7	13%	53%	33%
34. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.27	93.3	7%	60%	33%
35. Helps employees to maintain high personal standards.	15	4.00	80.0	20%	60%	20%

Comments:

- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- ___ is very approachable and always willing to listen.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- 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.
- ___ does a great job in supporting and engaging all of her employees.
- ___ is a outstanding manager.

Business Acumen

Summary Scores



36. Able to align resources to meet the business needs of the company.



37. Asks the 'right' questions to size up or evaluate situations.



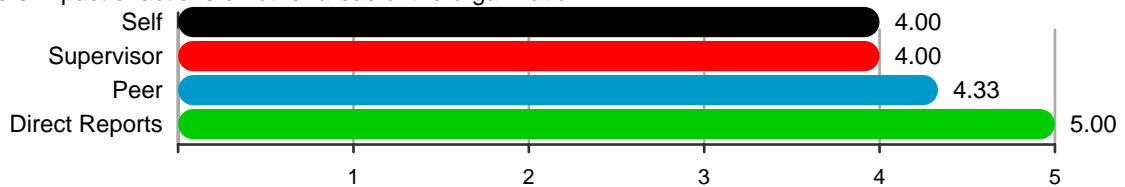
38. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



39. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



40. Considers impact of actions on other areas of the organization.



Level of Skill

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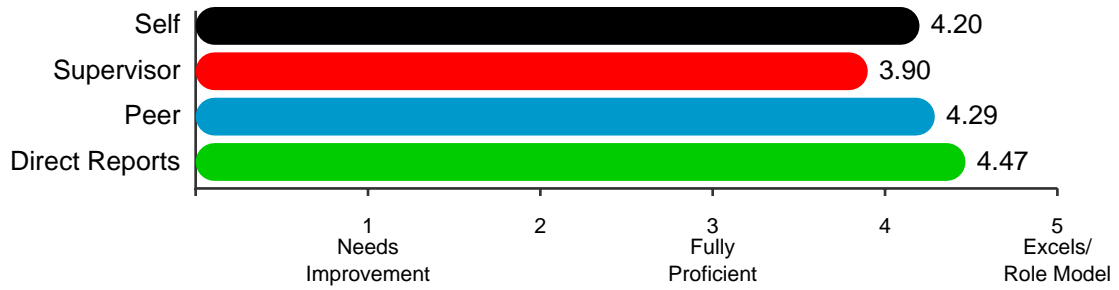
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
36. Able to align resources to meet the business needs of the company.	15	4.20	93.3	7%	67%	27%
37. Asks the 'right' questions to size up or evaluate situations.	15	4.27	93.3	7%	60%	33%
38. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.27	86.7	13%	47%	40%
39. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.13	86.7	13%	60%	27%
40. Considers impact of actions on other areas of the organization.	15	4.40	93.3	7%	47%	47%

Comments:

- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- She has an innate ability to match assigned roles with individual strengths.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.

Organizational Fluency

Summary Scores



41. Gets things done through the department.



42. Understands the current organizational culture.



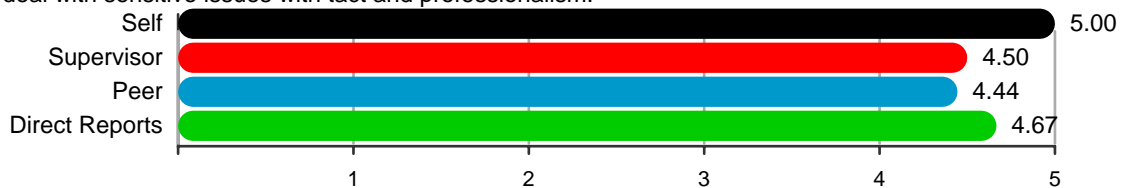
43. Understands departmental policies and procedures.



44. Able to use corporate politics to advance department objectives.



45. Able to deal with sensitive issues with tact and professionalism.



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
41. Gets things done through the department.	15	4.33	93.3	7%	53%	40%
42. Understands the current organizational culture.	15	4.33	93.3	7%	53%	40%
43. Understands departmental policies and procedures.	15	4.13	86.7	13%	60%	27%
44. Able to use corporate politics to advance department objectives.	15	4.00	86.7	13%	73%	13%
45. Able to deal with sensitive issues with tact and professionalism.	15	4.53	100.0		47%	53%

Comments:

- She keeps focused on things that are important for her department to run smoothly.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- she is open and willing to share her vision for the team.

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?

- Delegates often with little to no direction.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- Her positive attitude is constant.
- She collaborates with all departments and operates under shared governance.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

What do you like best about working with this individual?

- She has always encouraged others and provided tools for the employee to do so.
- ___ 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.
- ___ always has the customer at the center of focus.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.

What do you like least about working with this individual?

- Detail oriented
- ___ 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 is there; however, follow through is lacking at times.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- ___ exemplifies outstanding professionalism.
- She is an advocate for [CompanyName].

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

- She has established credibility and trust with all the directors and managers.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- She is a strength that supports department morale and work flow.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.

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

- ___ 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.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- Her communication techniques are clear and to the point which is very much appreciated.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- She is such a positive person and always willing to pitch in where help is needed.
- 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.

Any final comments?

- ___ is so attentive to the needs of our department and to the needs of individuals.
- Does above and beyond work consistently
- She is detailed when presenting a plan.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- ___ leads by example. Great Employee engagement.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.