

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.

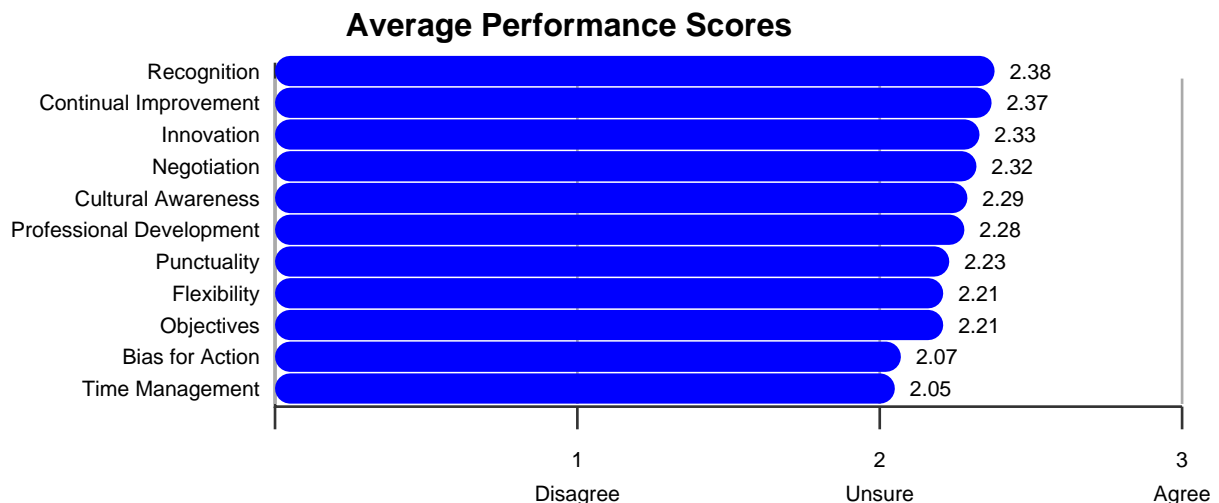
What to Do with Your Feedback

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

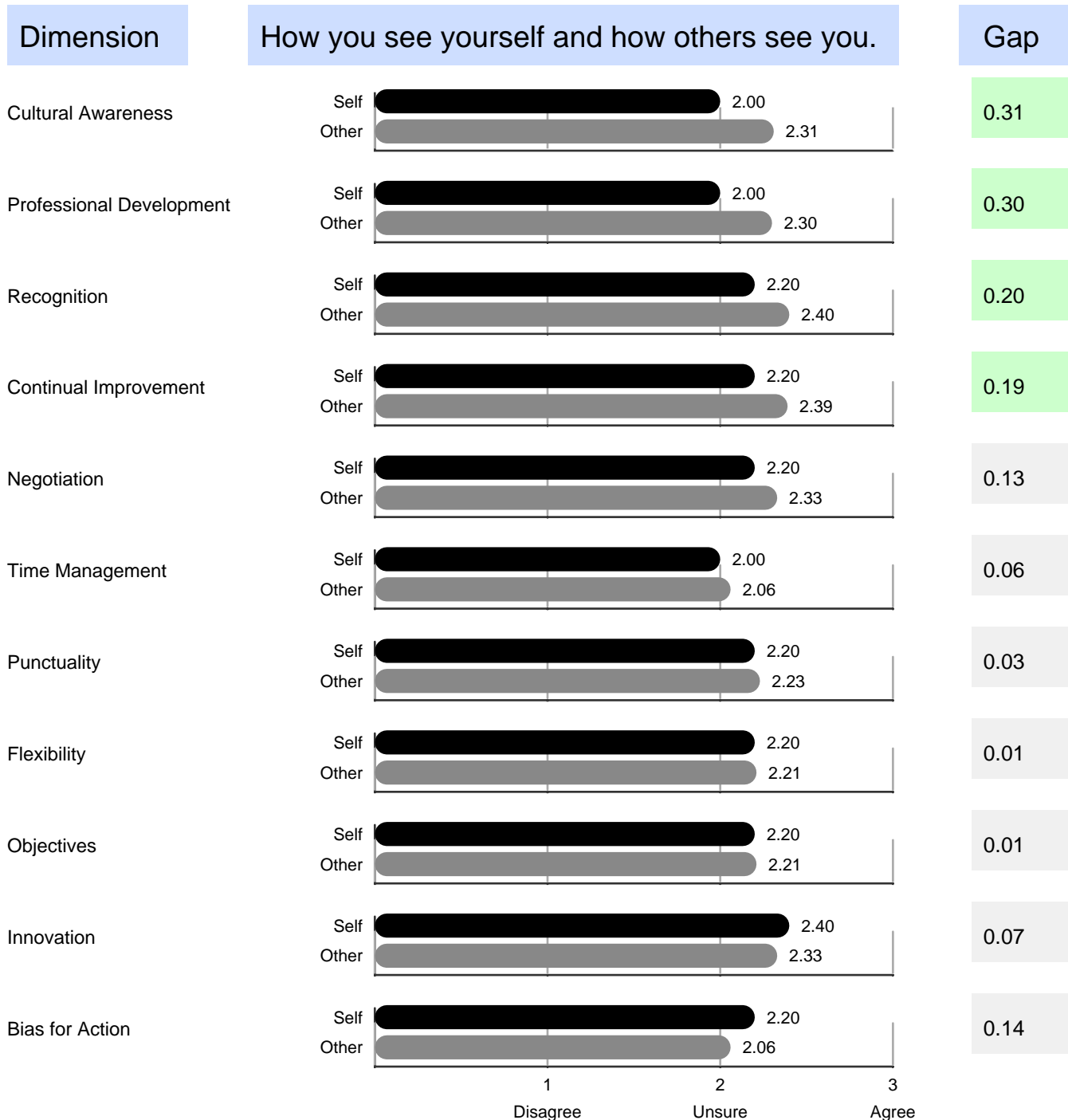
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



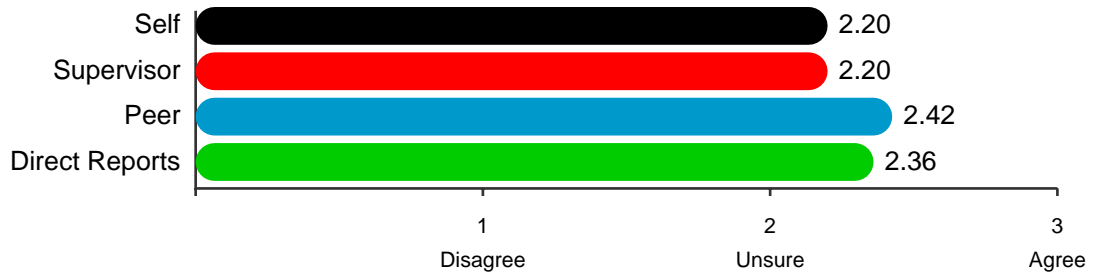
Gap Analysis

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.



Continual Improvement

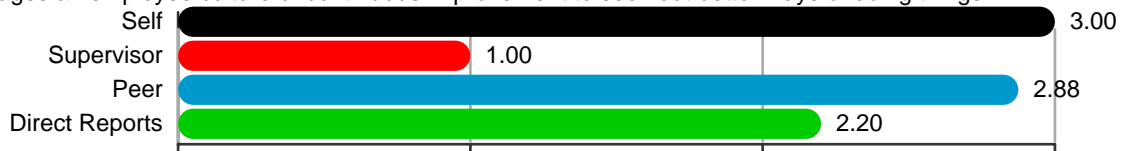
Summary Scores



1. Looks for ways to improve work processes and procedures.



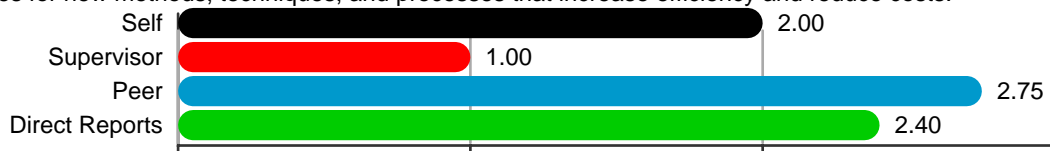
2. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



3. Analyzes processes to determine areas for improvement.



4. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



5. Open to the suggestions from 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 (Disagree) to green (Agree).

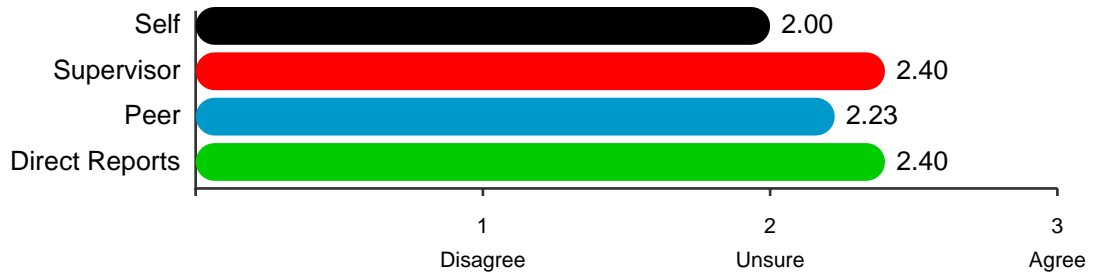
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Looks for ways to improve work processes and procedures.	15	2.27	33.3	7%	60%	33%
2. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.53	73.3	20%	7%	73%
3. Analyzes processes to determine areas for improvement.	15	2.33	40.0	7%	53%	40%
4. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.47	53.3	7%	40%	53%
5. Open to the suggestions from others.	15	2.27	40.0	13%	47%	40%

Comments:

- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- she continues to make improvements in core competencies.
- She does follow up and follow through.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- ___ has made good judgements in hiring top notch employees.

Professional Development

Summary Scores



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



7. Contributing fully to the extent of their skills



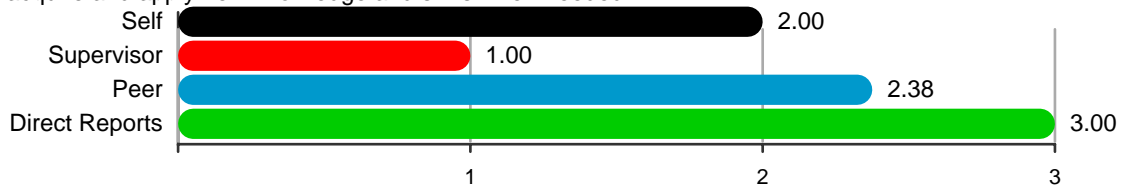
8. Encourages employees to take courses relevant to their job.



9. Seeks opportunities for professional development.



10. Quickly acquire and apply new knowledge and skills when needed



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).

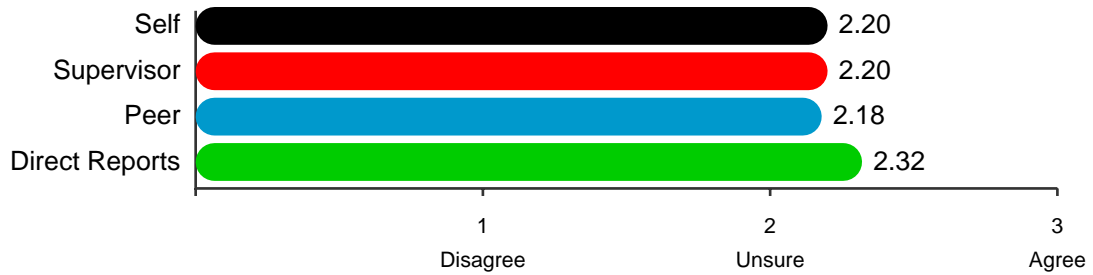
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Allows employees to fully participate in employee training and professional development.	15	2.13	33.3	20%	47%	33%
7. Contributing fully to the extent of their skills	15	2.07	26.7	20%	53%	27%
8. Encourages employees to take courses relevant to their job.	15	2.33	40.0	7%	53%	40%
9. Seeks opportunities for professional development.	15	2.40	53.3	13%	33%	53%
10. Quickly acquire and apply new knowledge and skills when needed	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- Her communication techniques are clear and to the point which is very much appreciated.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.

Punctuality

Summary Scores



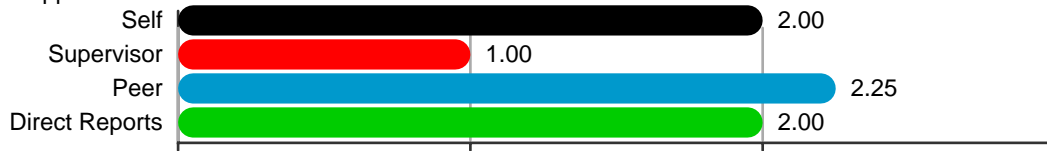
11. Arrives to meetings on time.



12. Maintains an efficient schedule of activities.



13. Conducts appointments at scheduled start time.



14. Responds to requests for information in a timely manner.



15. Avoids making personal phone calls during working hours.



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).

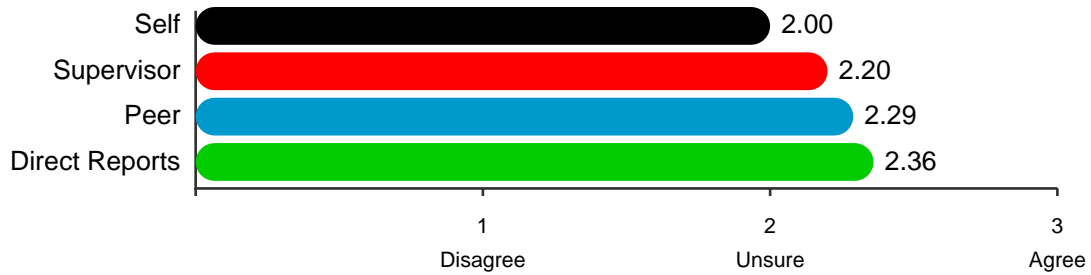
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Arrives to meetings on time.	15	2.33	40.0	7%	53%	40%
12. Maintains an efficient schedule of activities.	15	2.07	20.0	13%	67%	20%
13. Conducts appointments at scheduled start time.	15	2.07	26.7	20%	53%	27%
14. Responds to requests for information in a timely manner.	15	2.27	40.0	13%	47%	40%
15. Avoids making personal phone calls during working hours.	14	2.43	50.0	7%	43%	50%

Comments:

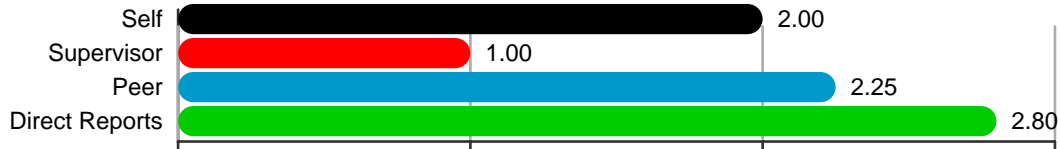
- She does not settle- but will continue a search until the right fit is found.
- ___ has great communication skills and is a dependable member of the team.
- ___ has a good perspective on the organization as a whole.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- She knows what her customers needs and seeks to find the best individual to fill those roles.

Cultural Awareness

Summary Scores



16. Recognizes and values individual and cultural differences.



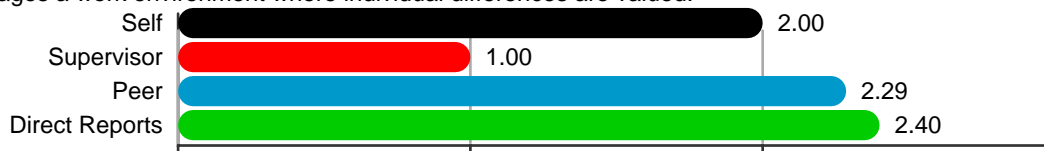
17. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



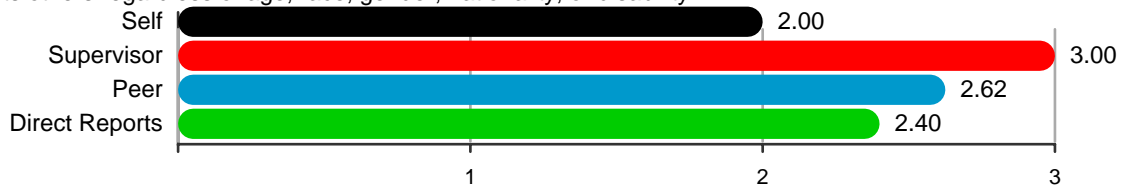
18. Fosters a diverse workforce free from discrimination and harassment.



19. Encourages a work environment where individual differences are valued.



20. Respects others regardless of age, race, gender, nationality, or disability.



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).

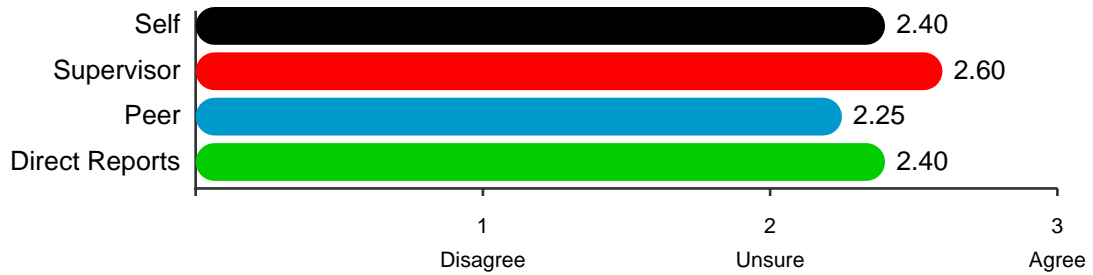
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Recognizes and values individual and cultural differences.	15	2.33	46.7	13%	40%	47%
17. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	2.33	40.0	7%	53%	40%
18. Fosters a diverse workforce free from discrimination and harassment.	14	2.00	14.3	14%	71%	14%
19. Encourages a work environment where individual differences are valued.	14	2.21	42.9	21%	36%	43%
20. Respects others regardless of age, race, gender, nationality, or disability.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ meets and exceeds all of these leadership roles.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- She is a great teammate.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- I truly enjoy working with ___. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.

Innovation

Summary Scores



21. Suggests new ideas at meetings.



22. Analyzes current procedures and identifies opportunities for improvement.



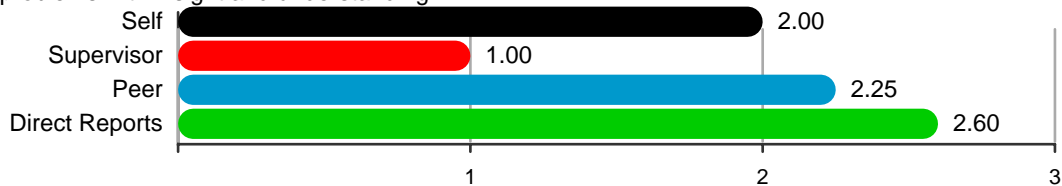
23. Fosters a creative and innovative work environment.



24. Encourages open communication to ensure that all proposals are considered.



25. Solves problems with insight and understanding.



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).

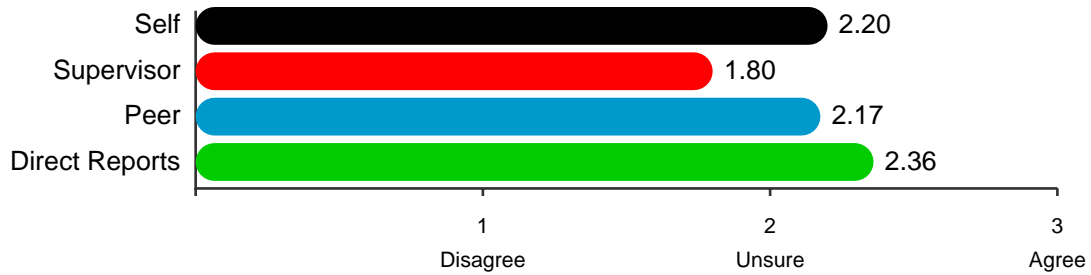
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Suggests new ideas at meetings.	15	2.60	66.7	7%	27%	67%
22. Analyzes current procedures and identifies opportunities for improvement.	15	2.33	40.0	7%	53%	40%
23. Fosters a creative and innovative work environment.	15	2.07	20.0	13%	67%	20%
24. Encourages open communication to ensure that all proposals are considered.	15	2.40	53.3	13%	33%	53%
25. Solves problems with insight and understanding.	15	2.27	53.3	27%	20%	53%

Comments:

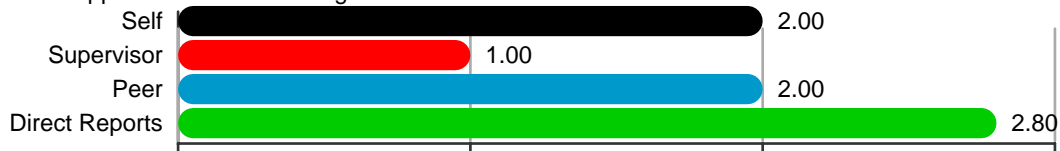
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- Great to have you on the team!
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- Her years of experience and wisdom are generously shared and appreciated.

Flexibility

Summary Scores



26. Identifies new opportunities to achieve goals



27. Is open to alternative ways to accomplish goals



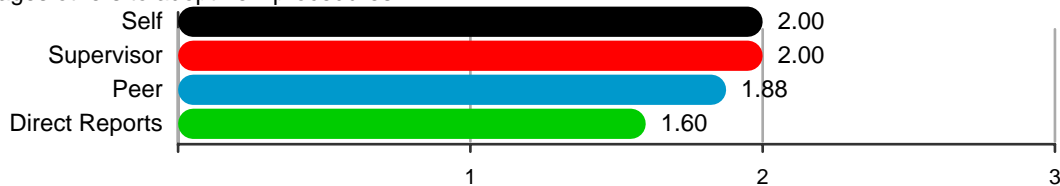
28. Adapts to new organizational structures, policies, or procedures.



29. Effective in incorporating new ideas.



30. Encourages others to adopt new procedures.



Level of Skill

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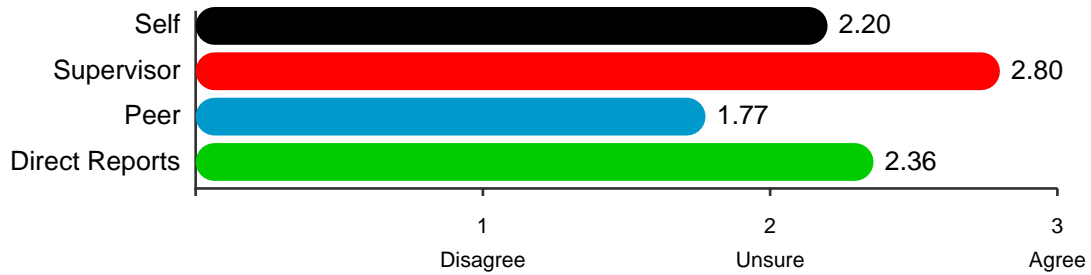
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Identifies new opportunities to achieve goals	15	2.20	33.3	13%	53%	33%
27. Is open to alternative ways to accomplish goals	15	2.00	26.7	27%	47%	27%
28. Adapts to new organizational structures, policies, or procedures.	15	2.47	53.3	7%	40%	53%
29. Effective in incorporating new ideas.	15	2.60	60.0		40%	60%
30. Encourages others to adopt new procedures.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- She inspires us to remember that as leaders, anything's possible.
- I honestly cannot think of anything that she could improve on.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.

Bias for Action

Summary Scores



31. Completes work on time



32. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



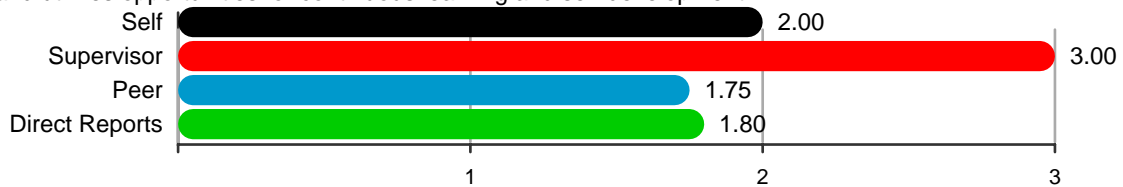
33. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).



34. Encourages risk taking and experimentation to improve performance



35. Seeks and utilizes opportunities for continuous learning and self-development.



Level of Skill

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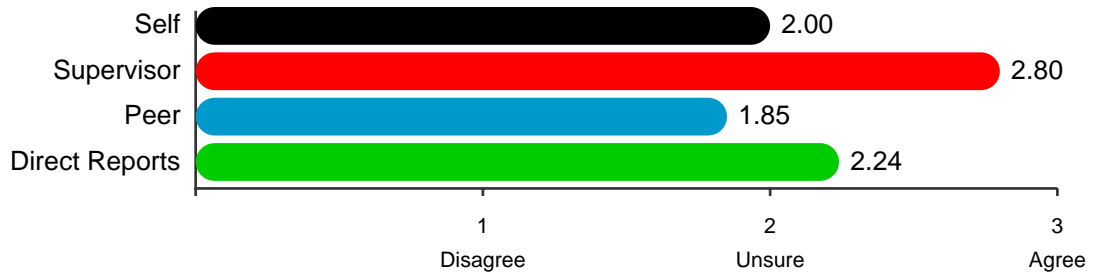
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Completes work on time	15	2.13	33.3	20%	47%	33%
32. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.13	33.3	20%	47%	33%
33. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	15	2.07	33.3	27%	40%	33%
34. Encourages risk taking and experimentation to improve performance	15	2.13	26.7	13%	60%	27%
35. Seeks and utilizes opportunities for continuous learning and self-development.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ is determined to help make [CompanyName] successful.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- She is very effective.
- ___ promotes and encourages teambuilding throughout the entire department.
- Demonstrates a focus on the business goals through task prioritization.
- 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.

Time Management

Summary Scores



36. Does not procrastinate.



37. Avoids distractions in the workplace.



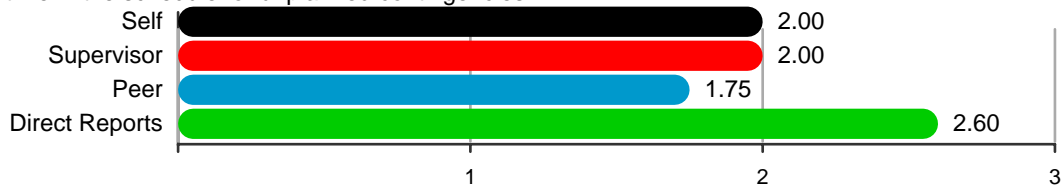
38. Makes time for developing plans and schedules.



39. Focuses on tasks that have high priority.



40. Leaves time in the schedule for unplanned contingencies.



Level of Skill

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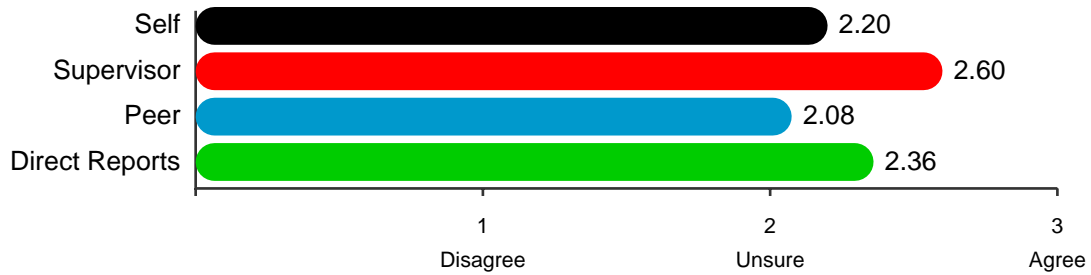
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Does not procrastinate.	15	1.87	20.0	33%	47%	20%
37. Avoids distractions in the workplace.	15	1.93	13.3	20%	67%	13%
38. Makes time for developing plans and schedules.	15	2.07	33.3	27%	40%	33%
39. Focuses on tasks that have high priority.	15	2.33	33.3		67%	33%
40. Leaves time in the schedule for unplanned contingencies.	15	2.07	33.3	27%	40%	33%

Comments:

- She works diligently with our supplier to ensure the inventory is cost effective.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- We are lucky to have her here at [CompanyName].
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.

Objectives

Summary Scores



41. Sets long-term and short-term goals.



42. Organizes and schedules events, activities, and resources.



43. Able to organize work.



44. Encourages me to take on greater responsibility.



45. Effectively organizes resources and plans



Level of Skill

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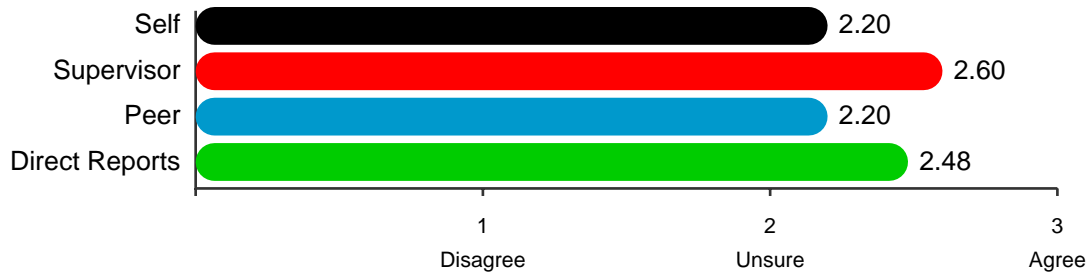
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Sets long-term and short-term goals.	15	2.00	26.7	27%	47%	27%
42. Organizes and schedules events, activities, and resources.	15	2.13	33.3	20%	47%	33%
43. Able to organize work.	15	2.20	40.0	20%	40%	40%
44. Encourages me to take on greater responsibility.	15	2.20	26.7	7%	67%	27%
45. Effectively organizes resources and plans	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- She had done amazingly well considering all of the global threats to the product line.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.

Negotiation

Summary Scores



46. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.



47. Identifies verbal and nonverbal cues to help interpret actions and messages.



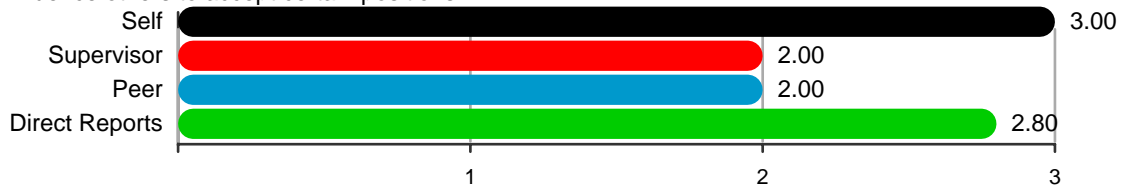
48. Able to say "no" when it is essential to maintaining quality and high standards.



49. Establishes good working relationships with others.



50. 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 (Disagree) to green (Agree).

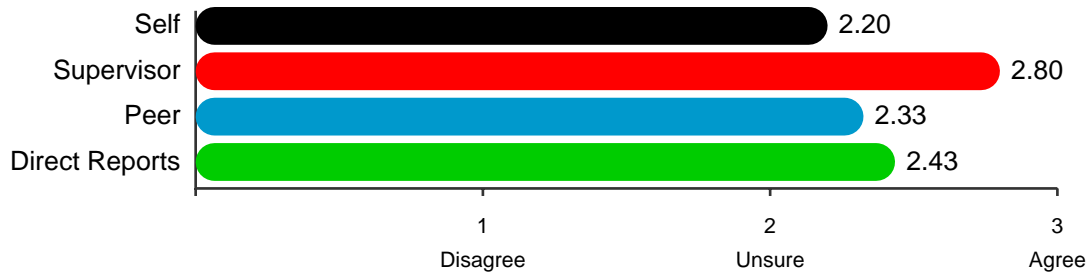
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	2.27	26.7		73%	27%
47. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	2.13	26.7	13%	60%	27%
48. Able to say "no" when it is essential to maintaining quality and high standards.	15	2.40	40.0		60%	40%
49. Establishes good working relationships with others.	15	2.47	46.7		53%	47%
50. Able to influence others to accept certain positions.	15	2.33	46.7	13%	40%	47%

Comments:

- Experience, mentoring and self-confidence.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- She gives you confidence knowing she always has your back.
- She is trustworthy, dependable, positive attitude, and team focused.
- She is passionate about providing the services necessary to meet the needs of our organization.

Recognition

Summary Scores



51. Finds opportunities to recognize others.



52. Recognizes the abilities and skills of self and others



53. Reinforces and rewards employees for accomplishing necessary goals.



54. Makes people around them feel appreciated and valued.



55. Recognizes team members who offer a significant contribution to a project.



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
51. Finds opportunities to recognize others.	14	2.21	28.6	7%	64%	29%
52. Recognizes the abilities and skills of self and others	14	2.29	42.9	14%	43%	43%
53. Reinforces and rewards employees for accomplishing necessary goals.	15	2.53	53.3		47%	53%
54. Makes people around them feel appreciated and valued.	15	2.47	46.7		53%	47%
55. Recognizes team members who offer a significant contribution to a project.	15	2.40	40.0		60%	40%

Comments:

- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- She is a great teammate.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.

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 honest, does what she says she is going to do and can be counted on to be timely in her communication.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- She keeps focused on things that are important for her department to run smoothly.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- Needs to have more face-to-face communications with other employees in the company.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

What do you like best about working with this individual?

- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She always involves others in decisions ensuring a well rounded approach.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.

What do you like least about working with this individual?

- ___ works to keep up but a lot of new concepts.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- She provided coaching and support to improve this individual's performance.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- Need to take in all opinions, not just those of employees who are not always truthful....

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

- ___ continually is analyzing our current states and identifying areas that we can improve.
- ___ sets high standards for those she works with and expects the same of herself.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- It's been great working with her.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- Our organization is a better place because of her and her future focus.

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

- Has good intentions, but follow through needs more work.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- I enjoy working with ____. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ 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.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.

Any final comments?

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- ___ has been very supportive as a supervisor.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- She is open to new ideas and ways to improve the service we provide.