



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.

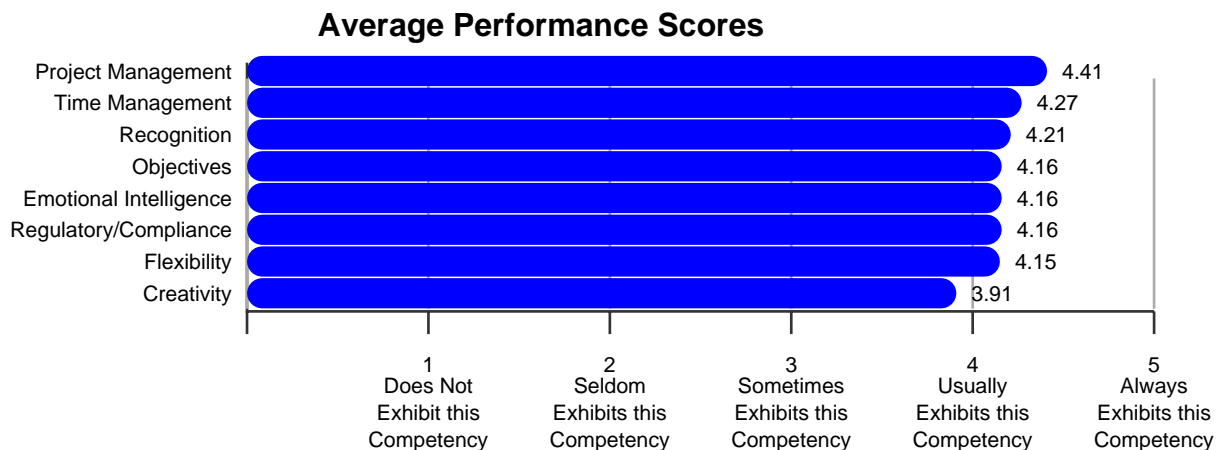
What to Do with Your Feedback

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 8 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.



Project Management

Summary Scores



1. Organizes work and sets priorities as needed.



2. Anticipates potential problems and institutes controls and contingency plans to address them.



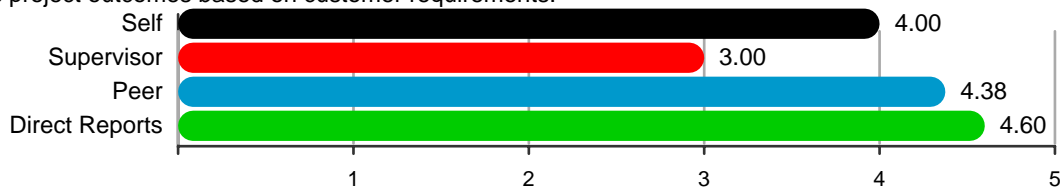
3. Regularly reviews project performance and goals.



4. Works with customers and clients to assess their needs and define project parameters.



5. Defines project outcomes based on customer requirements.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Organizes work and sets priorities as needed.	15	4.20	93.3	7%		67%		27%
2. Anticipates potential problems and institutes controls and contingency plans to address them.	15	4.87	100.0	13%		87%		
3. Regularly reviews project performance and goals.	15	4.27	93.3	7%		60%		33%
4. Works with customers and clients to assess their needs and define project parameters.	15	4.40	86.7	13%	33%		53%	
5. Defines project outcomes based on customer requirements.	15	4.33	93.3	7%		53%		40%

Comments:

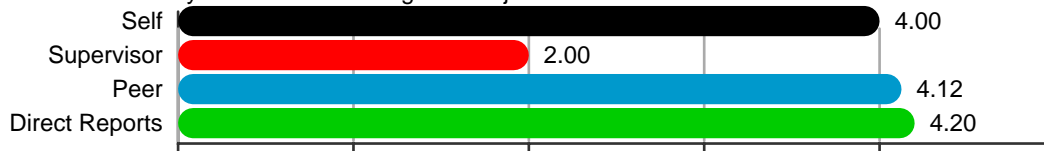
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- Confidence, Attitude, Desire to learn.
- _____ is a solid performer knows his stuff.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- _____ is very clear about his expectations and I appreciate this.

Time Management

Summary Scores



6. Prioritizes tasks to identify immediate and long-term objectives.



7. Completes tasks ahead of schedule.



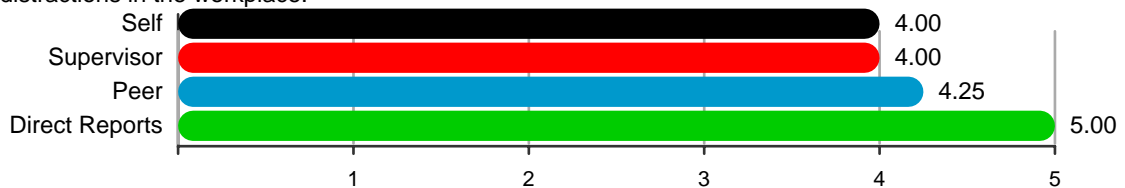
8. Sets clearly defined goals.



9. Leaves time in the schedule for unplanned contingencies.



10. Avoids distractions in the workplace.



Level of Skill

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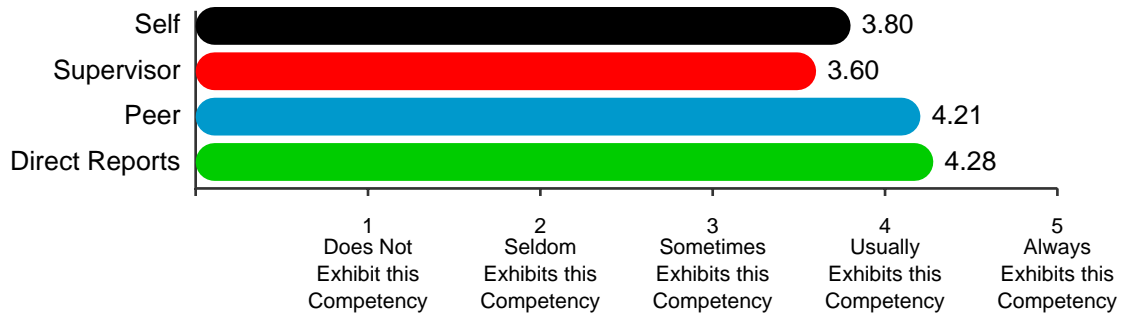
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Prioritizes tasks to identify immediate and long-term objectives.	15	4.00	80.0	7%	13%	53%	27%	
7. Completes tasks ahead of schedule.	15	4.07	80.0		20%	53%	27%	
8. Sets clearly defined goals.	15	4.33	93.3	7%	47%	47%		
9. Leaves time in the schedule for unplanned contingencies.	15	4.47	93.3	7%	40%	53%		
10. Avoids distractions in the workplace.	15	4.47	93.3	7%	40%	53%		

Comments:

- He's a good and reliable team member.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- He is open to new ideas and ways to improve the service we provide.

Objectives

Summary Scores



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



12. Encourages me to take on greater responsibility.



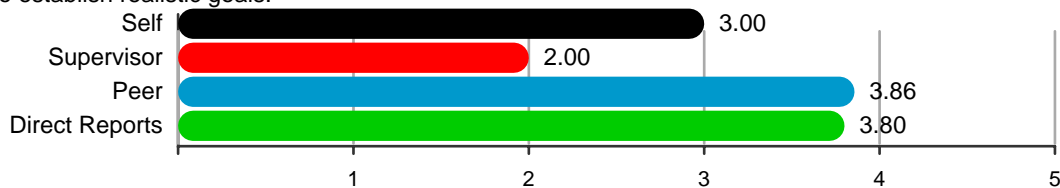
13. Organizes and schedules events, activities, and resources.



14. Communicates goals and objectives to employees.



15. Ability to establish realistic goals.



Level of Skill

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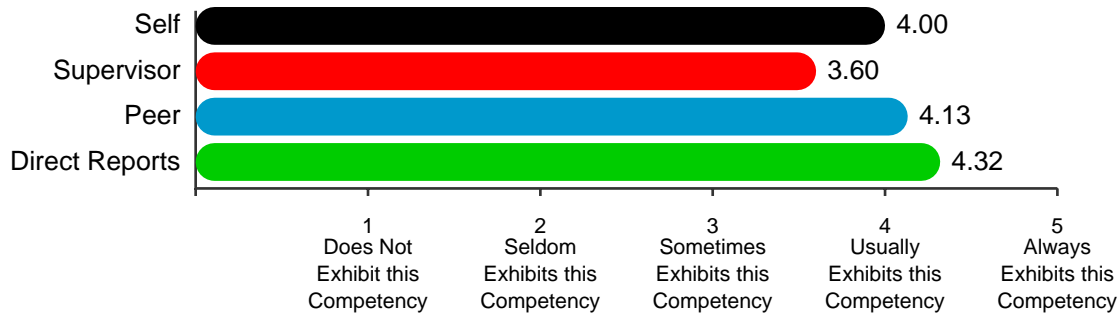
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Sets long-term and short-term goals.	15	4.60	100.0			40%	60%	
12. Encourages me to take on greater responsibility.	15	4.27	100.0			73%		27%
13. Organizes and schedules events, activities, and resources.	15	4.33	100.0			67%	33%	
14. Communicates goals and objectives to employees.	15	3.93	73.3		27%		53%	20%
15. Ability to establish realistic goals.	14	3.64	57.1	14%		29%	36%	21%

Comments:

- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.
- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- Takes complete ownership of role and looks for ways to assist teammates.
- Very knowledgeable and always steps up if help is needed.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.

Flexibility

Summary Scores



16. Able to adapt to new situations.



17. Can handle changes without complaining.



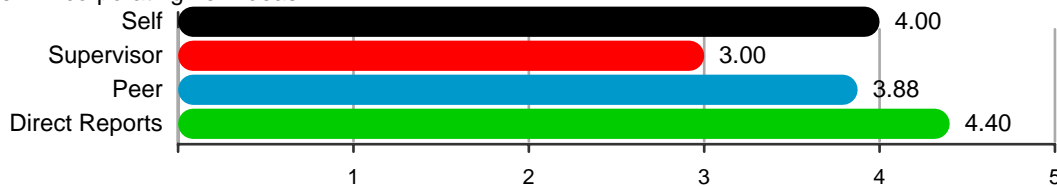
18. Implements changes as a result of having listened to employees



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



20. Effective in incorporating new ideas.



Level of Skill

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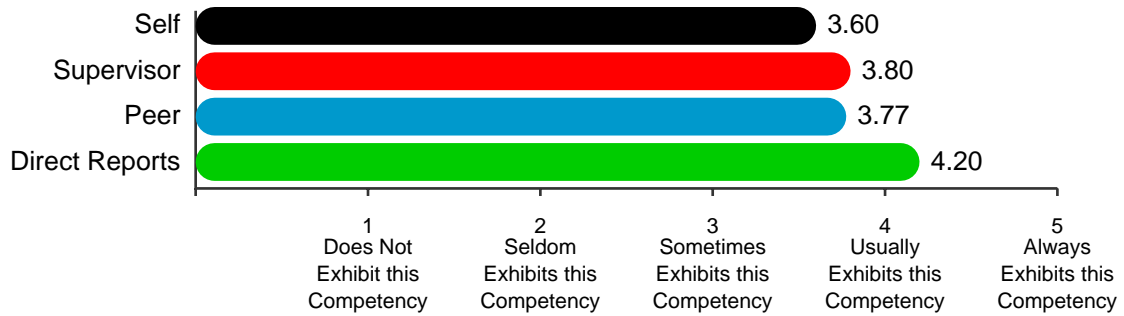
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Able to adapt to new situations.	15	4.33	86.7	13%	40%	47%		
17. Can handle changes without complaining.	15	4.27	93.3	7%	60%	33%		
18. Implements changes as a result of having listened to employees	14	4.00	92.9	7%	86%	7%		
19. Adapts to new organizational structures, policies, or procedures.	14	4.14	85.7	7%	7%	50%	36%	
20. Effective in incorporating new ideas.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- I respect _____ and have turned to him for advice.
- Great year of growth!

Creativity

Summary Scores



21. Is creative.



22. Inspires creativity in their team.



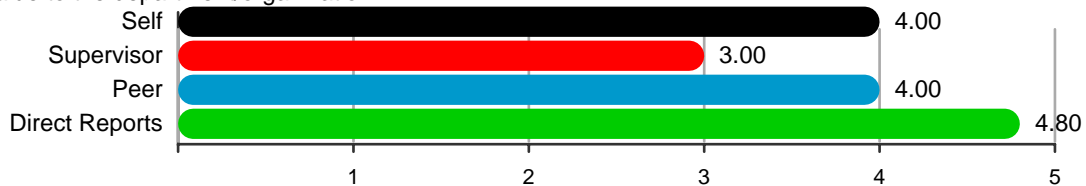
23. Conceives, implements and evaluates ideas.



24. Is creative and inspirational.



25. Adds value to the department/organization.



Level of Skill

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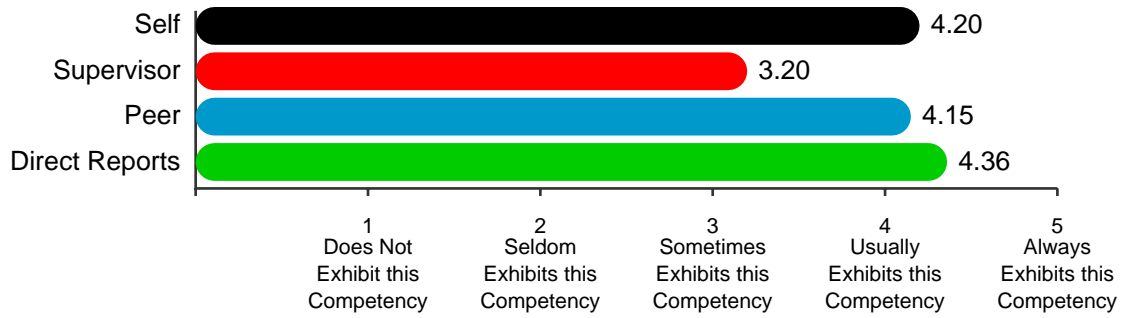
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Is creative.	15	4.00	66.7	13%	20%	20%	47%	
22. Inspires creativity in their team.	15	3.47	53.3	13%	33%	47%	7%	
23. Conceives, implements and evaluates ideas.	15	3.60	66.7	13%	20%	60%	7%	
24. Is creative and inspirational.	15	4.27	86.7	7%	7%	40%	47%	
25. Adds value to the department/organization.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

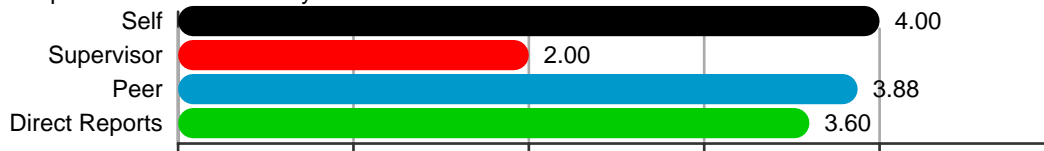
- He also has always been thankful for any help that I have given his.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- _____ analyzes all situations before making a decision.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- _____ is a rock amongst the management at [CompanyName].
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

Emotional Intelligence

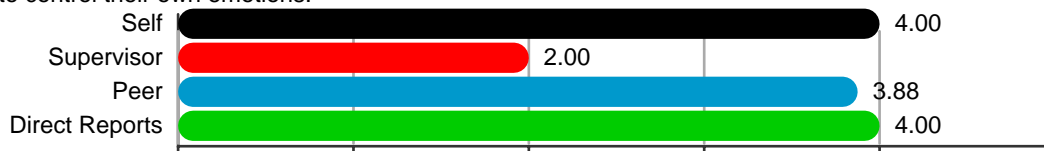
Summary Scores



26. Is able to express themselves clearly.



27. Is able to control their own emotions.



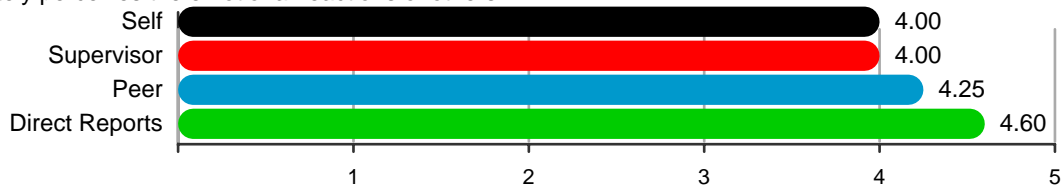
28. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



29. Is able to manage their own emotions.



30. Accurately perceives the emotional reactions of others.



Level of Skill

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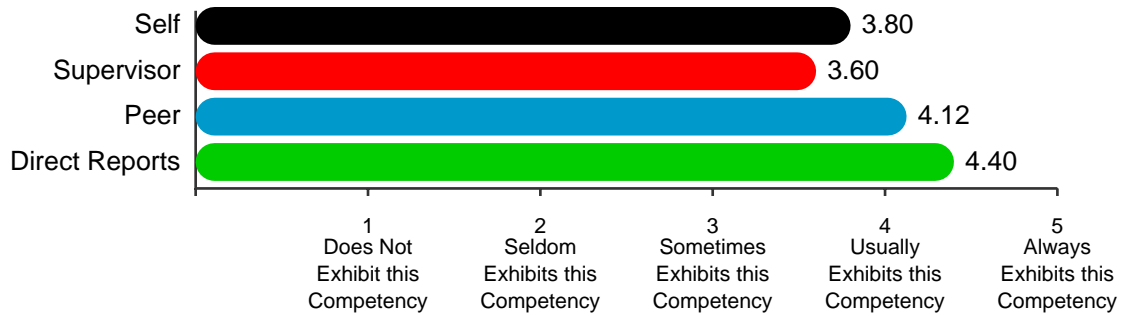
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Is able to express themselves clearly.	15	3.67	66.7	20%	13%	47%	20%	
27. Is able to control their own emotions.	15	3.80	73.3	20%	7%	47%	27%	
28. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.33	86.7		13%	40%	47%	
29. Is able to manage their own emotions.	15	4.67	100.0			33%	67%	
30. Accurately perceives the emotional reactions of others.	15	4.33	100.0			67%	33%	

Comments:

- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- 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 _____.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- Shows curiosity.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position

Regulatory/Compliance

Summary Scores



31. Performs audits regularly, or without notice, to ensure proper compliance with regulations.



32. Maintains compliance with federal, state, and local laws.



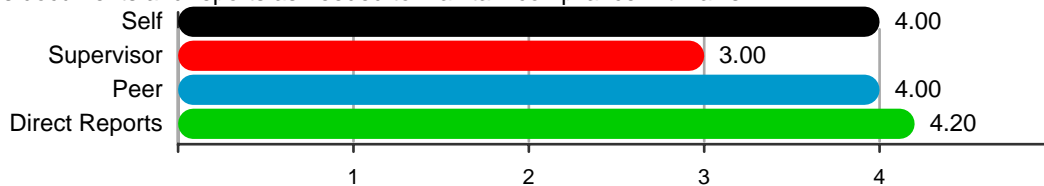
33. Performs regular compliance audits.



34. Understands the applicable regulations and laws that impact our business.



35. Provides documents and reports as needed to maintain compliance with laws.



Level of Skill

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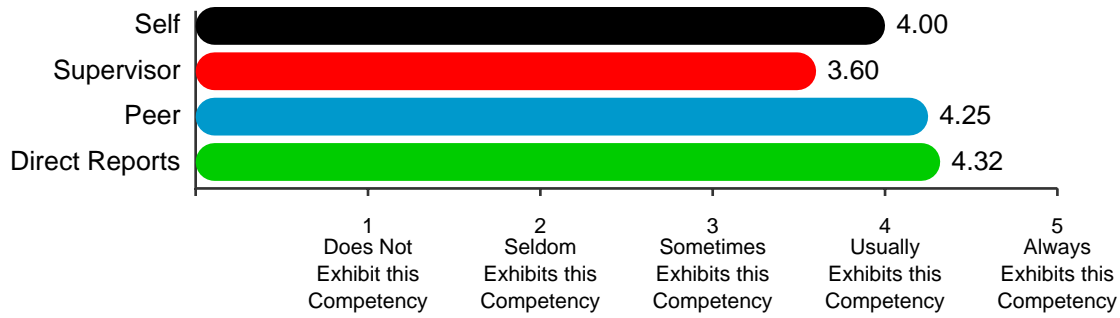
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	4.07	80.0	20%		53%		27%
32. Maintains compliance with federal, state, and local laws.	15	4.47	100.0		53%		47%	
33. Performs regular compliance audits.	15	4.13	80.0	20%		47%		33%
34. Understands the applicable regulations and laws that impact our business.	15	4.13	86.7	13%		60%		27%
35. Provides documents and reports as needed to maintain compliance with laws.	15	4.00	80.0	20%		60%		20%

Comments:

- He is very supportive of us and the job we do.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- Under his leadership, the department teams have become very cohesive.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.
- Could benefit from increasing awareness on how much influence they have on the department.

Recognition

Summary Scores



36. Recognizes the abilities and skills of self and others



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



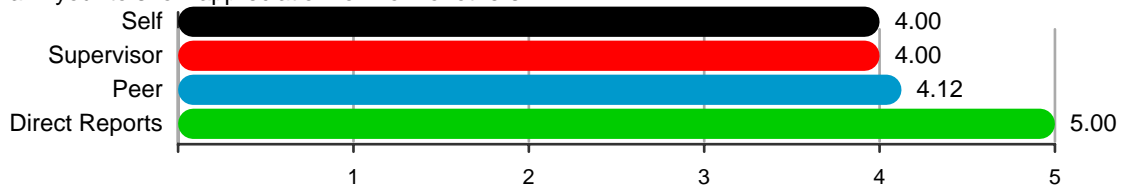
38. Is sincerely interested in the suggestions of co-workers



39. Recognizes individuals for a specific outstanding achievement.



40. Says "thank you" to show appreciation for work of others.



Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Recognizes the abilities and skills of self and others	15	4.33	100.0			67%		33%
37. Recognizes team members who offer a significant contribution to a project.	15	3.93	80.0	13%	7%	53%		27%
38. Is sincerely interested in the suggestions of co-workers	15	4.27	86.7		13%	47%		40%
39. Recognizes individuals for a specific outstanding achievement.	15	4.13	86.7		13%	60%		27%
40. Says "thank you" to show appreciation for work of others.	15	4.40	93.3		7%	47%		47%

Comments:

- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- More opportunities to share knowledge with the team.
- _____ 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 he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____!
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our 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?

- Great to have you on the team!
- Could benefit from increasing awareness on how much influence they have on the department.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Knowledge, experience, and the will to help when help is needed.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.

What do you like best about working with this individual?

- He consistently involves employees in shared decision making.
- I think _____ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- _____ is smart, detailed and committed. I appreciate having his on our team.

What do you like least about working with this individual?

- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

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

- He can ask a question and truly listen to the answer before giving feedback.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.
- _____ 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.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.

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

- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- _____ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- _____ leads by example.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- He make sure the team effort not only succeed on paper.

Any final comments?

- _____ is a "One of a kind" He is a great manager.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- He is very collaborative and always attempts to work with others.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- I think he is the kind of manager our department has needed and will continue to need.