



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.

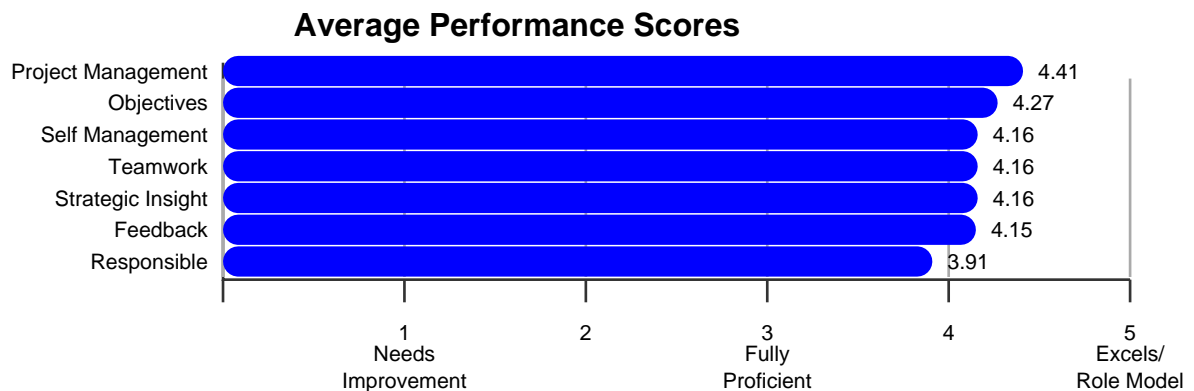
What to Do with Your Feedback

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 7 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. You develop action items, workplans, timelines, and criteria for projects.



2. You regularly review project performance and goals.



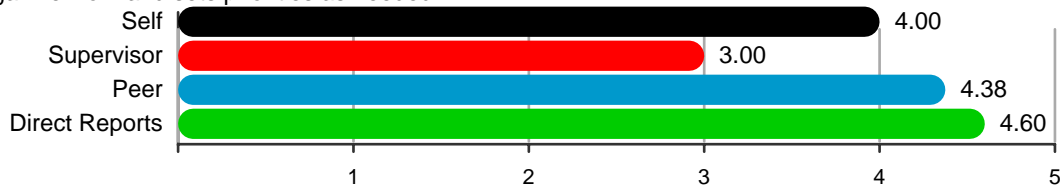
3. You define project outcomes based on customer requirements.



4. You maintain costs and expenses within budget limits.



5. You organize work and sets priorities as 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. You develop action items, workplans, timelines, and criteria for projects.	15	4.20	93.3	7%	67%	27%
2. You regularly review project performance and goals.	15	4.87	100.0	13%	87%	
3. You define project outcomes based on customer requirements.	15	4.27	93.3	7%	60%	33%
4. You maintain costs and expenses within budget limits.	15	4.40	86.7	13%	33%	53%
5. You organize work and sets priorities as needed.	15	4.33	93.3	7%	53%	40%

Comments:

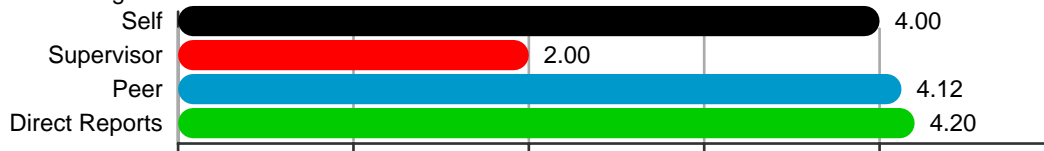
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- ___ is a outstanding manager.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- She won't settle for less.
- She is a strength that supports department morale and work flow.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.

Objectives

Summary Scores



6. You are able to organize work.



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



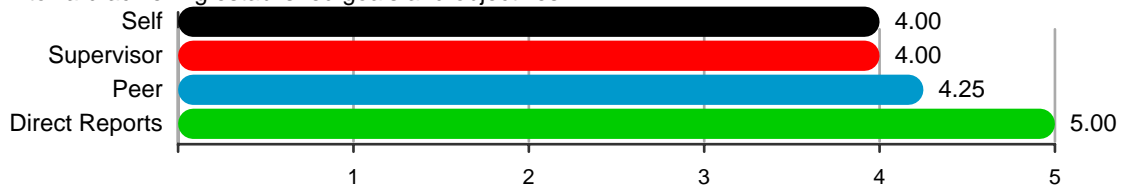
8. You establish goals and objectives.



9. You effectively organize resources and plans



10. You work toward achieving established goals and objectives.



Level of Skill

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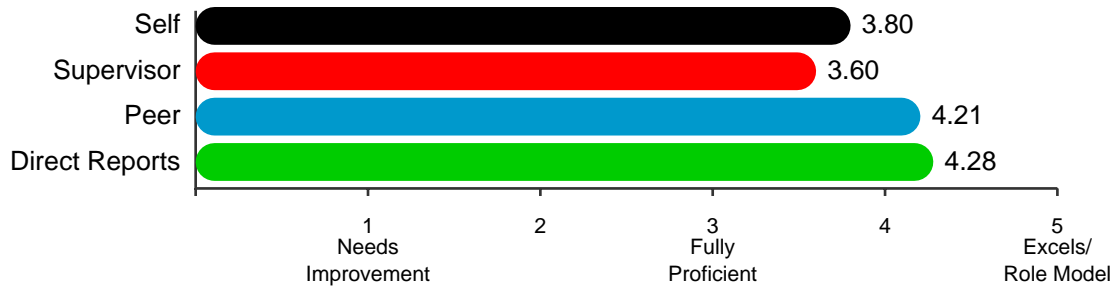
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. You are able to organize work.	15	4.00	80.0	7%	13%	53%	27%
7. You set long-term and short-term goals.	15	4.07	80.0		20%	53%	27%
8. You establish goals and objectives.	15	4.33	93.3	7%		47%	47%
9. You effectively organize resources and plans	15	4.47	93.3	7%		40%	53%
10. You work toward achieving established goals and objectives.	15	4.47	93.3	7%		40%	53%

Comments:

- She also has always been thankful for any help that I have given her.
- I am VERY fortunate to be on her team and part of this division.
- ___ is very responsive and provides great support service.
- She make sure the team effort not only succeed on paper.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.

Self Management

Summary Scores



11. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.



12. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



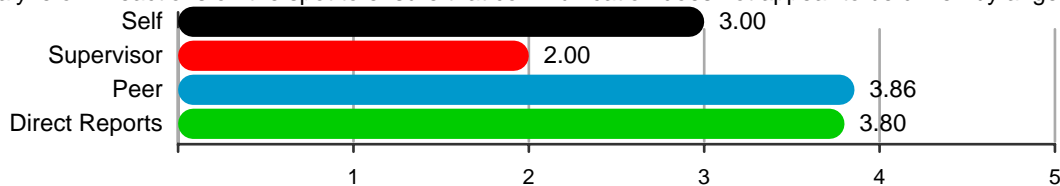
13. You analyze interpersonal problems instead of reacting to them.



14. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



15. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.



Level of Skill

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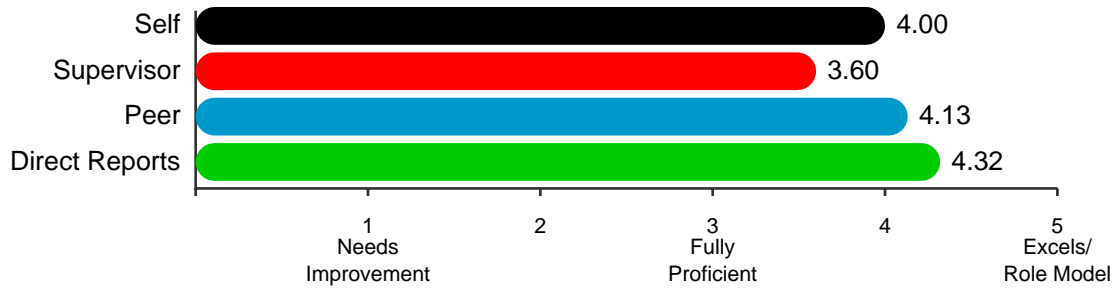
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.60	100.0	40%	60%	
12. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.27	100.0	73%	27%	
13. You analyze interpersonal problems instead of reacting to them.	15	4.33	100.0	67%	33%	
14. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.93	73.3	27%	53%	20%
15. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- She is smart, quick, compassionate, and thorough.
- ___ leads by example. Great Employee engagement.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.

Feedback

Summary Scores



16. You are easy to approach with ideas and opinions.



17. You actively seek feedback from others.



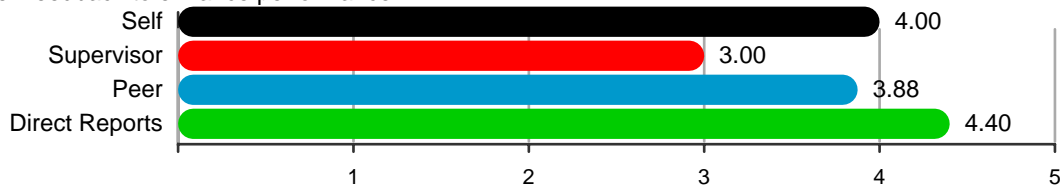
18. You ask others for their ideas and opinions.



19. You accept the views of others.



20. You seek feedback to enhance performance.



Level of Skill

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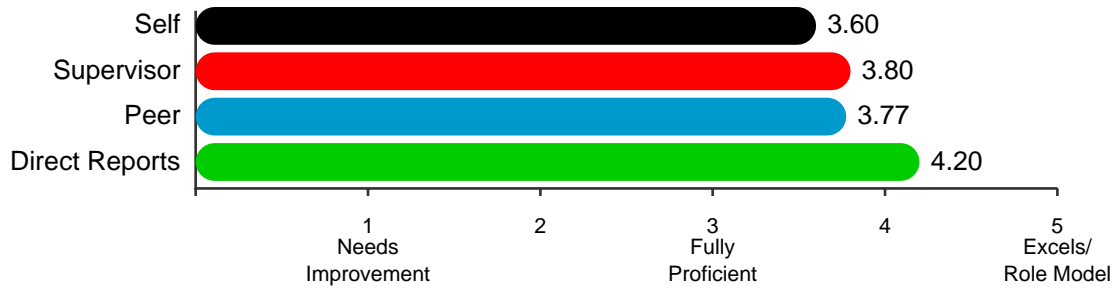
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. You are easy to approach with ideas and opinions.	15	4.33	86.7	13%	40%	47%	
17. You actively seek feedback from others.	15	4.27	93.3	7%	60%	33%	
18. You ask others for their ideas and opinions.	14	4.00	92.9	7%	86%	7%	
19. You accept the views of others.	14	4.14	85.7	7%	7%	50%	36%
20. You seek feedback to enhance performance.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- She is very supportive of cross training and learning new skills.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- ___ promotes and encourages teambuilding throughout the entire department.
- ___ is a very good leader.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

Responsible

Summary Scores



21. You take personal responsibility for results.



22. Your behavior is ethical and honest.



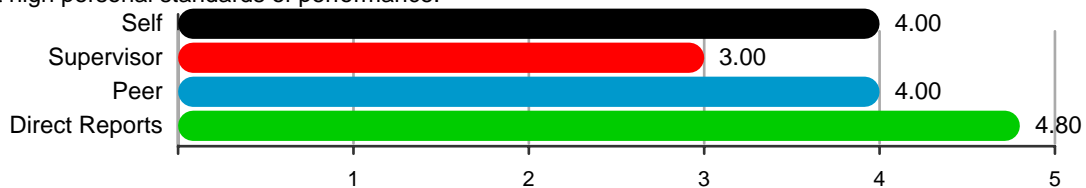
23. You are a person others can trust.



24. You act as a resource without removing individual responsibility.



25. You set high personal standards of performance.



Level of Skill

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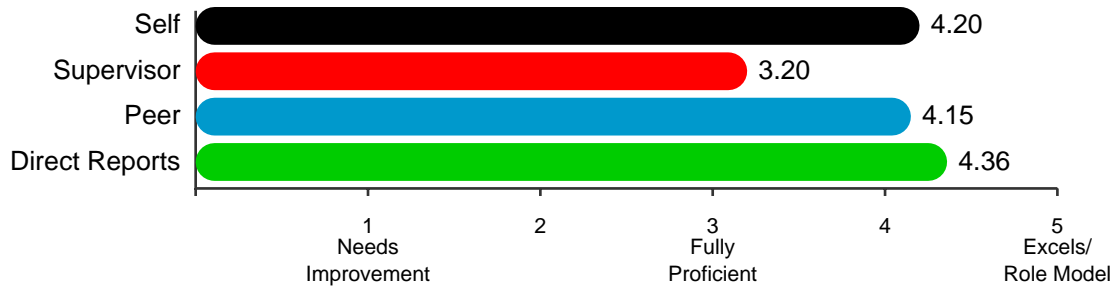
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. You take personal responsibility for results.	15	4.00	66.7	13%	20%	20%	47%	
22. Your behavior is ethical and honest.	15	3.47	53.3	13%	33%	47%	7%	
23. You are a person others can trust.	15	3.60	66.7	13%	20%	60%	7%	
24. You act as a resource without removing individual responsibility.	15	4.27	86.7	7%	7%	40%	47%	
25. You set high personal standards of performance.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

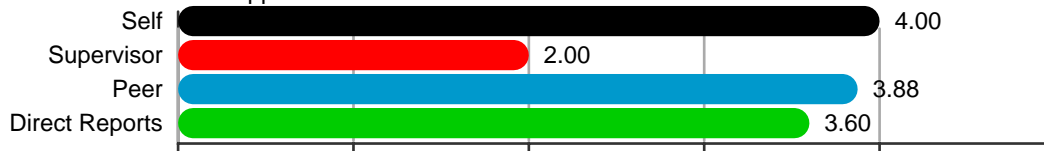
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- She involves our team and holds us accountable out of respect.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- Completes variance analysis and identifies corrective actions.

Teamwork

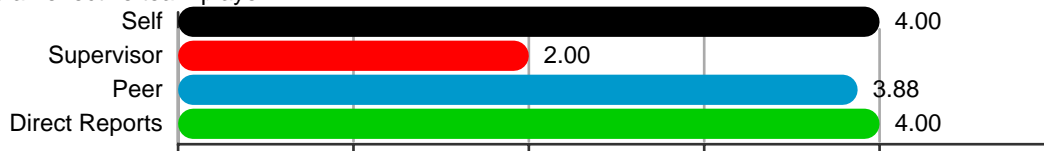
Summary Scores



26. You provide assistance and support to other team members when needed



27. You are an effective team player



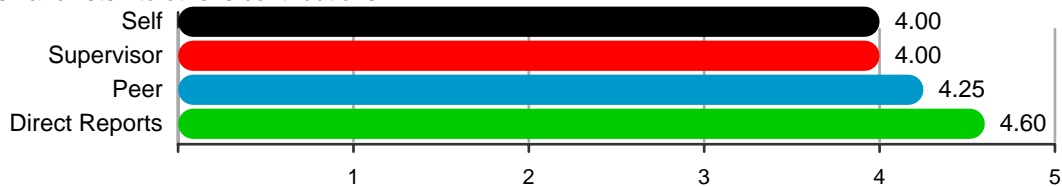
28. You build consensus and share relevant information.



29. You act as an effective team player



30. You seek and listen to other's contributions



Level of Skill

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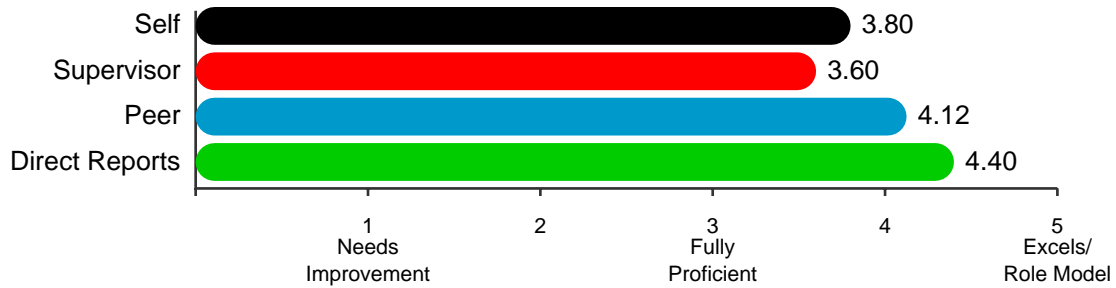
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. You provide assistance and support to other team members when needed	15	3.67	66.7	20%	13%	47%		20%
27. You are an effective team player	15	3.80	73.3	20%	7%	47%		27%
28. You build consensus and share relevant information.	15	4.33	86.7	13%		40%		47%
29. You act as an effective team player	15	4.67	100.0			33%		67%
30. You seek and listen to other's contributions	15	4.33	100.0			67%		33%

Comments:

- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- ___ has been very supportive of me and the Institute.
- She will sit down with all parties involved before she makes a decision.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.

Strategic Insight

Summary Scores



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



32. You maintain knowledge of current trends in the industry.



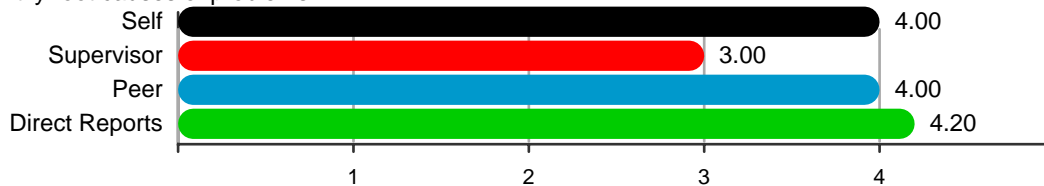
33. You analyze records and reports to obtain insight into potential issues and trends.



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



35. You identify root causes of 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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.07	80.0	20%	53%	27%
32. You maintain knowledge of current trends in the industry.	15	4.47	100.0		53%	47%
33. You analyze records and reports to obtain insight into potential issues and trends.	15	4.13	80.0	20%	47%	33%
34. You identify potential problems before they become critical incidents.	15	4.13	86.7	13%	60%	27%
35. You identify root causes of problems.	15	4.00	80.0	20%	60%	20%

Comments:

- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- She is very supportive of us and the job we do.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me an others.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She can ask a question and truly listen to the answer before giving feedback.

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?

- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- She is well respected by her peers and it is clear to see why.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- 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.

What do you like best about working with this individual?

- ___ 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 value and appreciate ___ very much.
- ___ gives me feedback good and indifferent.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.

What do you like least about working with this individual?

- She is also very enthusiastic and energetic.
- Resources are managed carefully with input sought and considered before applying those resources.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___ is approachable and professional in her interaction with staff and with customers.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.

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

- Manager is always interested in our views, and continually works at implementing our suggestions.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- She is a team player and willing to help other departments and staff when needed.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- Has one of the strongest work ethics I've ever encountered in a team member.
- She is trustworthy, dependable, positive attitude, and team focused.

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

- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- She provides essential data in order to help explain decisions.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- I think she is the kind of manager our department has needed and will continue to need.
- ___ leads by example. Great Employee engagement.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.

Any final comments?

- She consistently involves employees in shared decision making.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- She is eager to learn and eager to share knowledge.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- She is quick to remind others, when needed why we are really here.