

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.

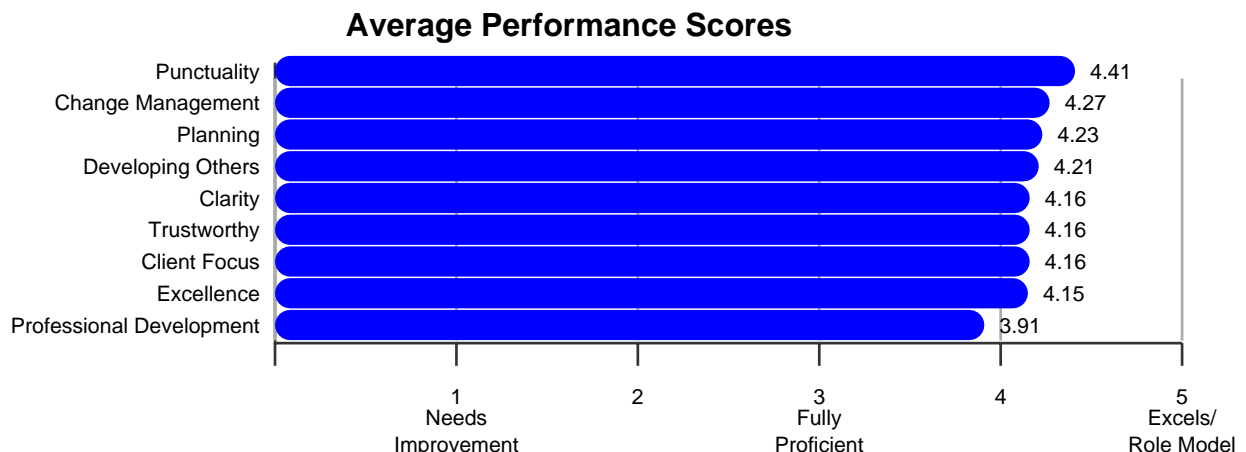
What to Do with Your Feedback

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

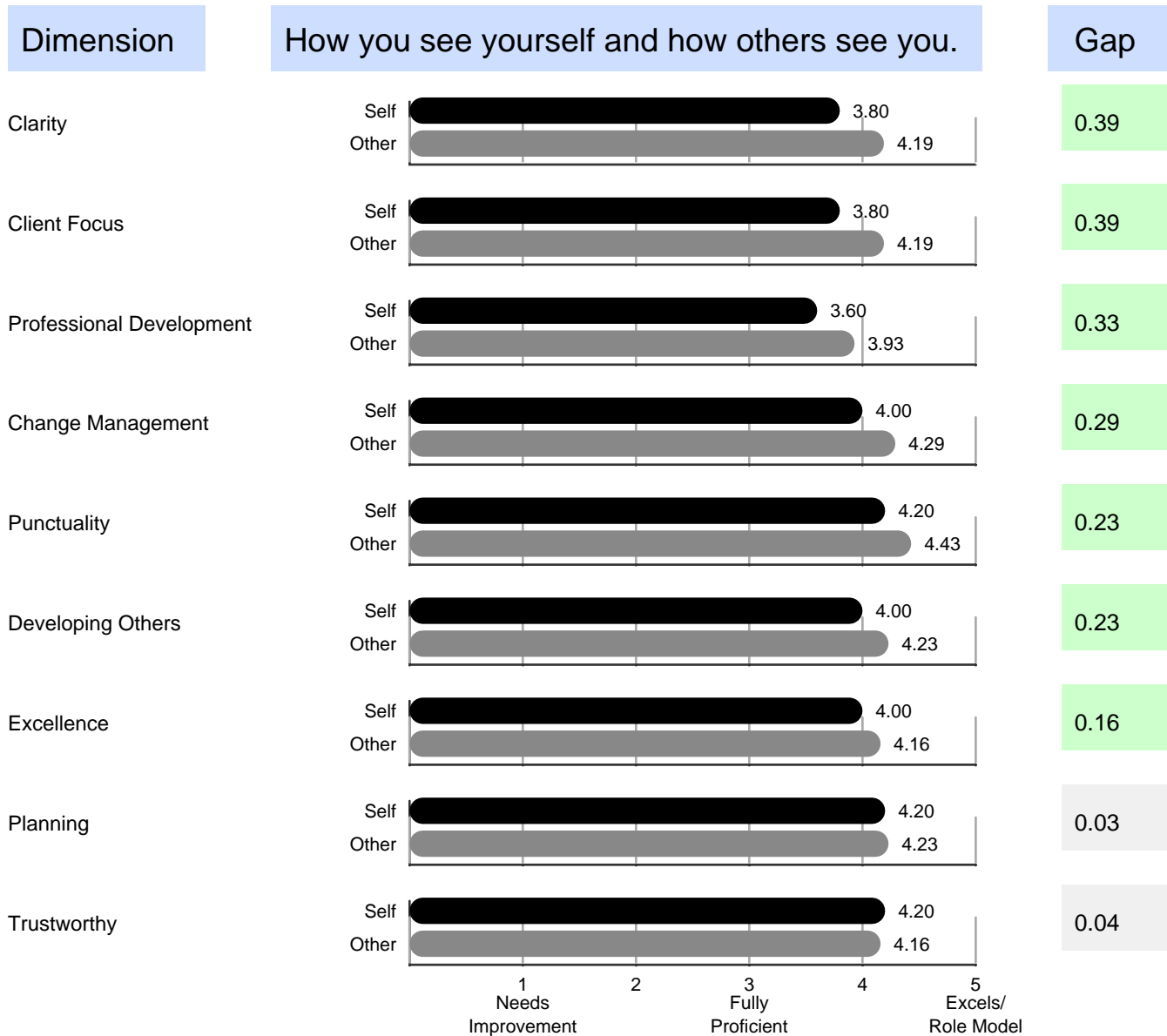
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



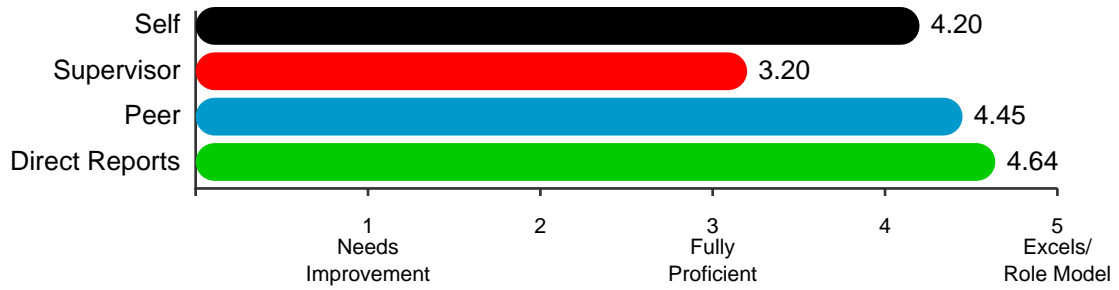
Gap Analysis

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.



Punctuality

Summary Scores



1. Invoices clients on a timely basis.



2. Conducts appointments at scheduled start time.



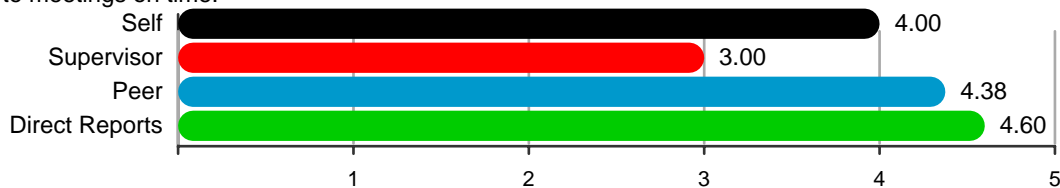
3. Starts the workday when scheduled.



4. Starts meetings on time.



5. Arrives to meetings on time.



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).

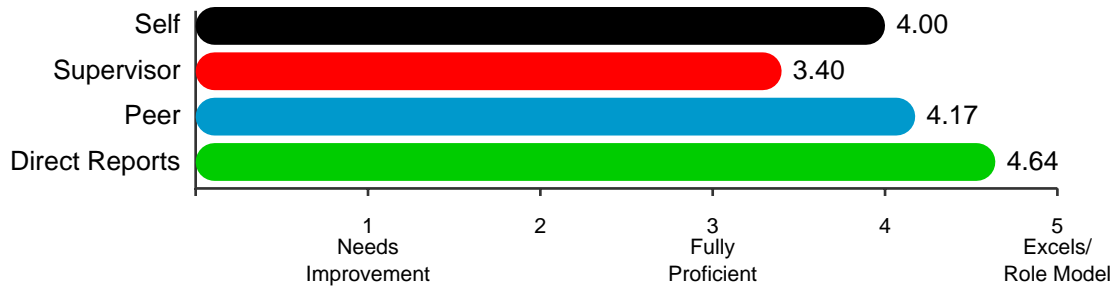
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Invoices clients on a timely basis.	15	4.20	93.3	7%	67%	27%
2. Conducts appointments at scheduled start time.	15	4.87	100.0	13%	87%	
3. Starts the workday when scheduled.	15	4.27	93.3	7%	60%	33%
4. Starts meetings on time.	15	4.40	86.7	13%	33%	53%
5. Arrives to meetings on time.	15	4.33	93.3	7%	53%	40%

Comments:

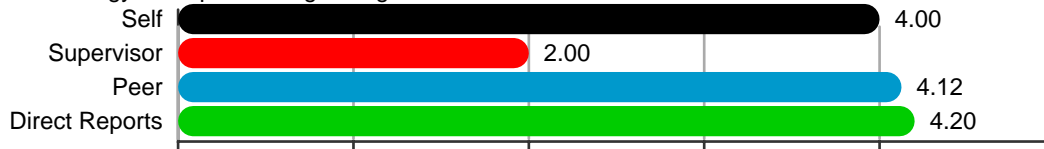
- His positive attitude is constant.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- _____ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.

Change Management

Summary Scores



6. Develops a strategy for implementing changes.



7. Develops plans for following through on the changes.



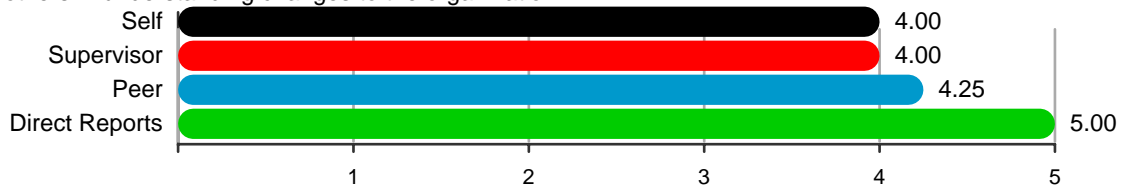
8. Able to get team members to change their attitudes.



9. Supports new initiatives for organizational changes to improve effectiveness.



10. Assists others in understanding changes to the organization.



Level of Skill

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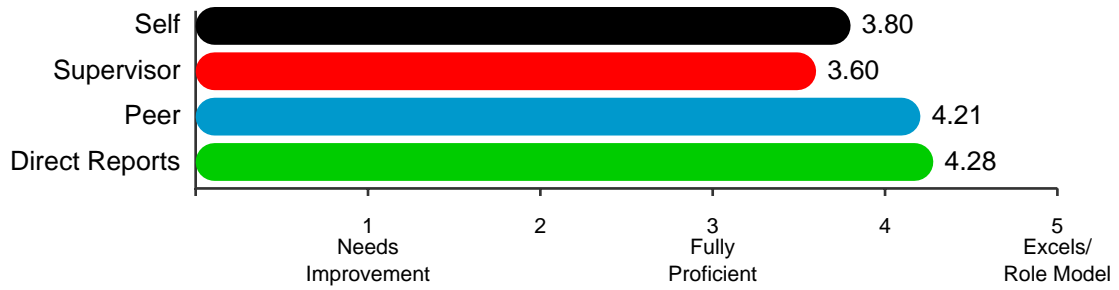
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Develops a strategy for implementing changes.	15	4.00	80.0	7%	13%	53%	27%
7. Develops plans for following through on the changes.	15	4.07	80.0		20%	53%	27%
8. Able to get team members to change their attitudes.	15	4.33	93.3	7%		47%	47%
9. Supports new initiatives for organizational changes to improve effectiveness.	15	4.47	93.3	7%		40%	53%
10. Assists others in understanding changes to the organization.	15	4.47	93.3	7%		40%	53%

Comments:

- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- _____ is a hands on leader in our program.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.

Clarity

Summary Scores



11. Is clear about the roles and duties of team members.



12. Clearly explains responsibilities to individuals.



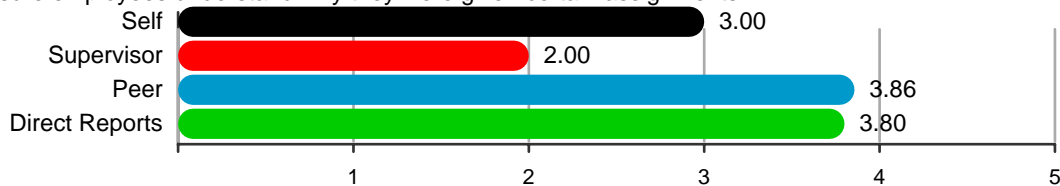
13. Communicates with clarity and efficiency.



14. Clearly explains the vision and goals of the company.



15. Makes sure employees understand why they were given certain assignments.



Level of Skill

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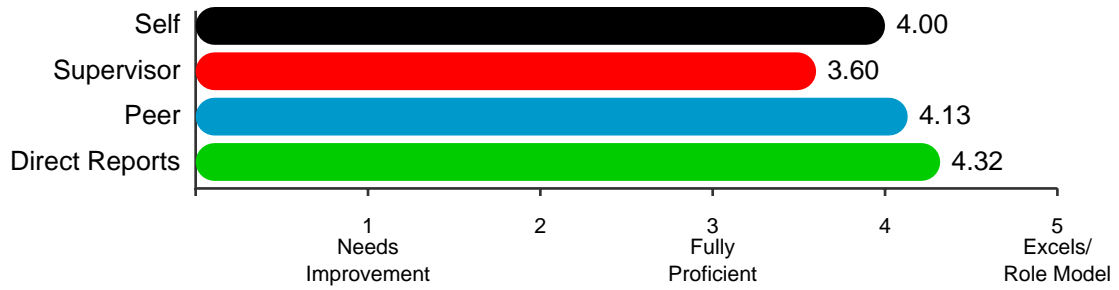
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Is clear about the roles and duties of team members.	15	4.60	100.0	40%	60%	
12. Clearly explains responsibilities to individuals.	15	4.27	100.0	73%		27%
13. Communicates with clarity and efficiency.	15	4.33	100.0	67%		33%
14. Clearly explains the vision and goals of the company.	15	3.93	73.3	27%	53%	20%
15. Makes sure employees understand why they were given certain assignments.	14	3.64	57.1	14%	29%	36%
						21%

Comments:

- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.

Excellence

Summary Scores



16. Can be counted on to add value wherever they are involved.



17. Produces high quality work.



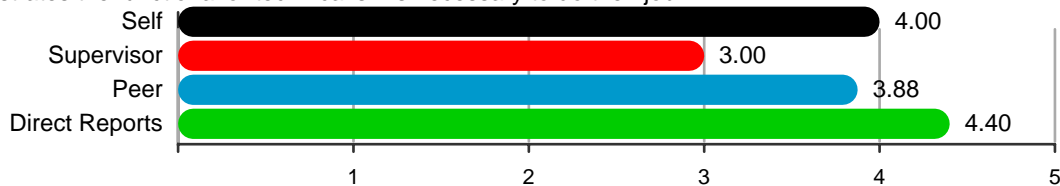
18. Takes a lot of pride in their work.



19. Keeps themselves and others focused on constant improvement.



20. Demonstrates the functional or technical skills necessary to do their job.



Level of Skill

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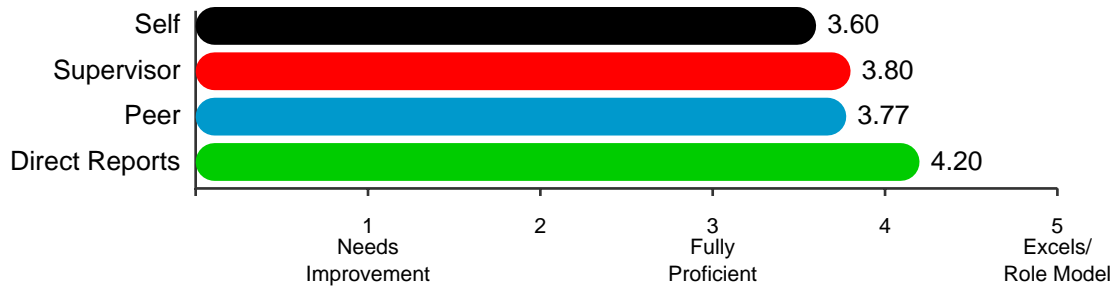
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Can be counted on to add value wherever they are involved.	15	4.33	86.7	13%	40%	47%	
17. Produces high quality work.	15	4.27	93.3	7%	60%	33%	
18. Takes a lot of pride in their work.	14	4.00	92.9	7%	86%	7%	
19. Keeps themselves and others focused on constant improvement.	14	4.14	85.7	7%	7%	50%	36%
20. Demonstrates the functional or technical skills necessary to do their job.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- Allocates resources in advance to ensure the required work can be completed.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- _____ has great communication skills and is a dependable member of the team.

Professional Development

Summary Scores



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



22. Seeks opportunities for continuous learning.



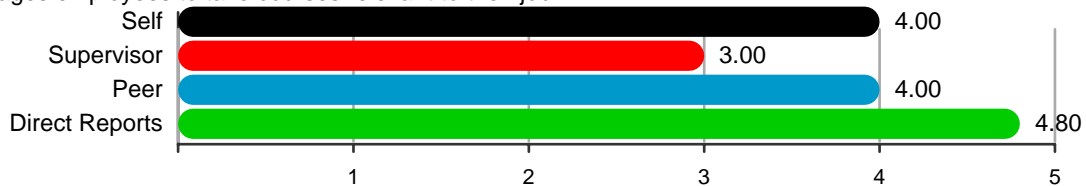
23. Quickly acquire and apply new knowledge and skills when needed



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



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



Level of Skill

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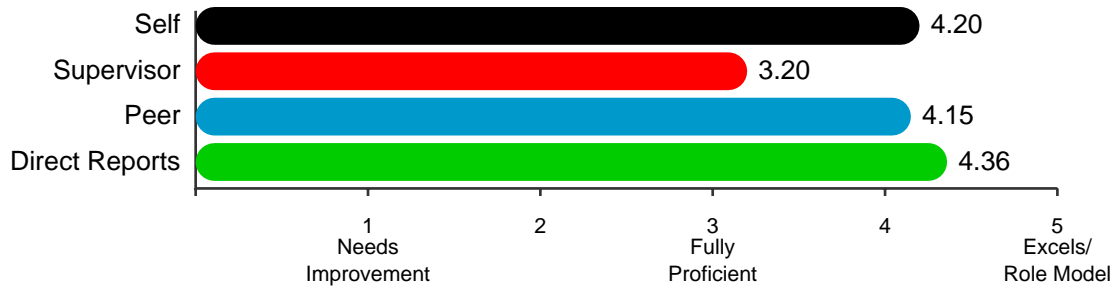
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.00	66.7	13%	20%	20%	47%	
22. Seeks opportunities for continuous learning.	15	3.47	53.3	13%	33%	47%	7%	
23. Quickly acquire and apply new knowledge and skills when needed	15	3.60	66.7	13%	20%	60%	7%	
24. Keep themselves up-to-date of technical/professional issues	15	4.27	86.7	7%	7%	40%	47%	
25. Encourages employees to take courses relevant to their job.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

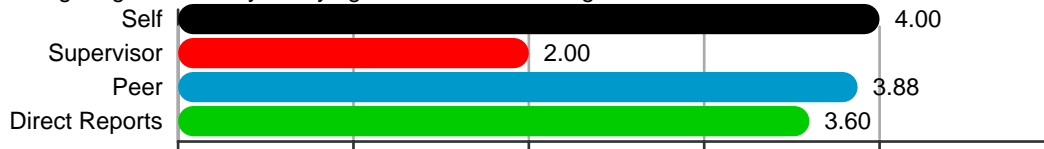
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- _____ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- I love working with his and hope to continue having his as my supervisor!
- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- I am very surprised and impressed with _____ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.

Trustworthy

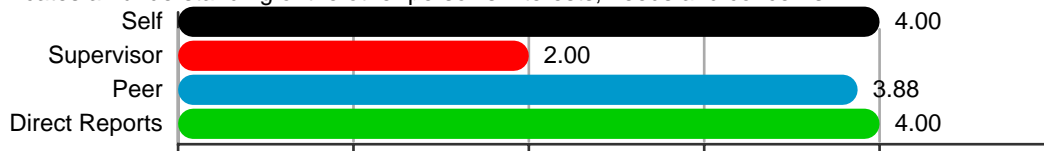
Summary Scores



26. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



27. Communicates an understanding of the other person's interests, needs and concerns.



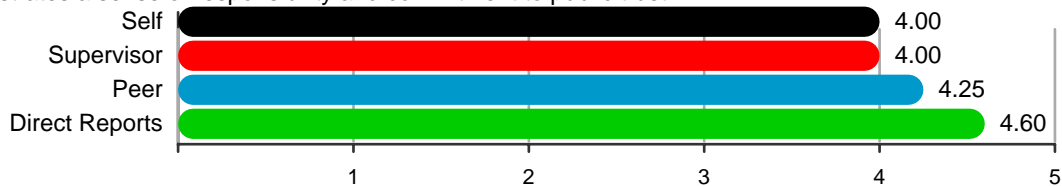
28. Is trustworthy; is someone I can trust.



29. Delivers on promises made.



30. Demonstrates a sense of responsibility and commitment to public trust.



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).

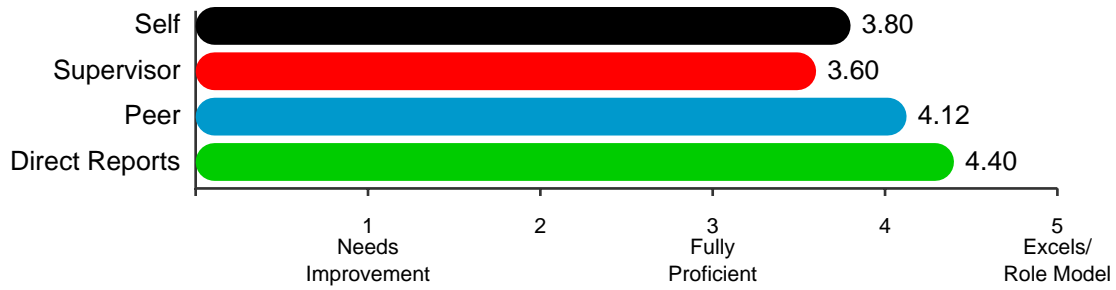
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.67	66.7	20%	13%	47%		20%
27. Communicates an understanding of the other person's interests, needs and concerns.	15	3.80	73.3	20%	7%	47%		27%
28. Is trustworthy; is someone I can trust.	15	4.33	86.7	13%		40%		47%
29. Delivers on promises made.	15	4.67	100.0			33%		67%
30. Demonstrates a sense of responsibility and commitment to public trust.	15	4.33	100.0			67%		33%

Comments:

- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- 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.
- He provided coaching and support to improve this individual's performance.
- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- _____ is very professional in dealing with his peers and the staff.

Client Focus

Summary Scores



31. Focuses on the unique needs of each client.



32. Manages client accounts with high degree of competence.



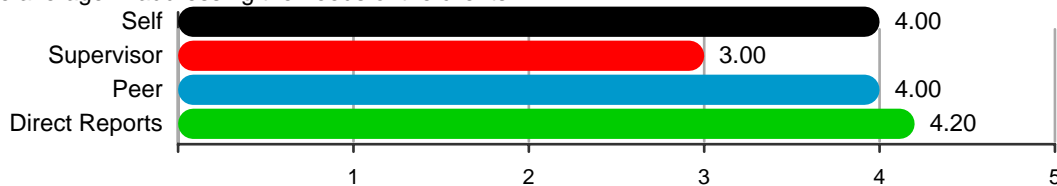
33. Thoroughly understands the needs of the client.



34. Anticipates resources needed to meet the client needs.



35. Is above average in addressing the needs of the clients.



Level of Skill

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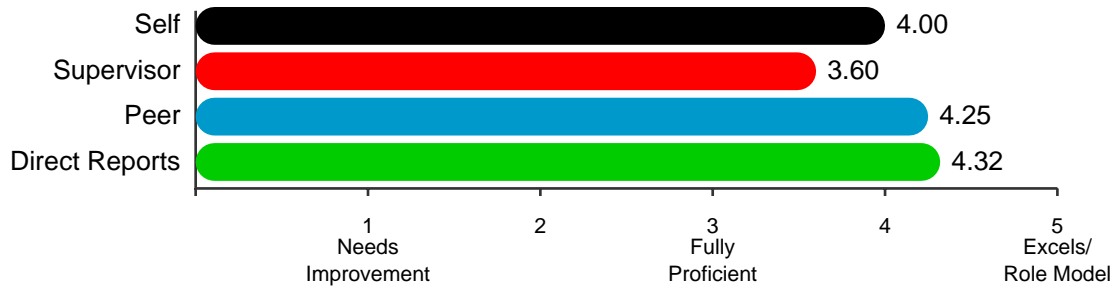
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Focuses on the unique needs of each client.	15	4.07	80.0	20%	53%	27%
32. Manages client accounts with high degree of competence.	15	4.47	100.0		53%	47%
33. Thoroughly understands the needs of the client.	15	4.13	80.0	20%	47%	33%
34. Anticipates resources needed to meet the client needs.	15	4.13	86.7	13%	60%	27%
35. Is above average in addressing the needs of the clients.	15	4.00	80.0	20%	60%	20%

Comments:

- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- He is a strong leader complemented with sound judgement
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

Developing Others

Summary Scores



36. Provides constructive feedback to others.



37. Assigns tasks and responsibilities to develop skills of others.



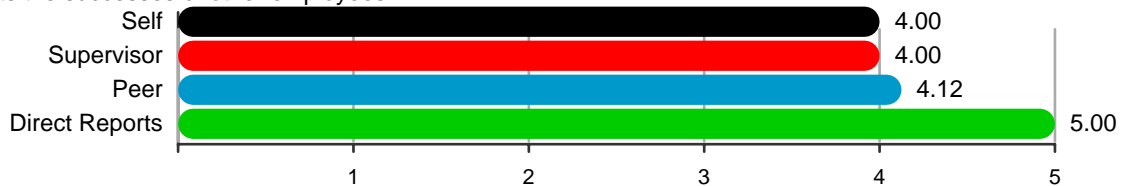
38. Creates opportunities for professional development.



39. Assesses employees' developmental needs.



40. Supports the successes of other employees.



Level of Skill

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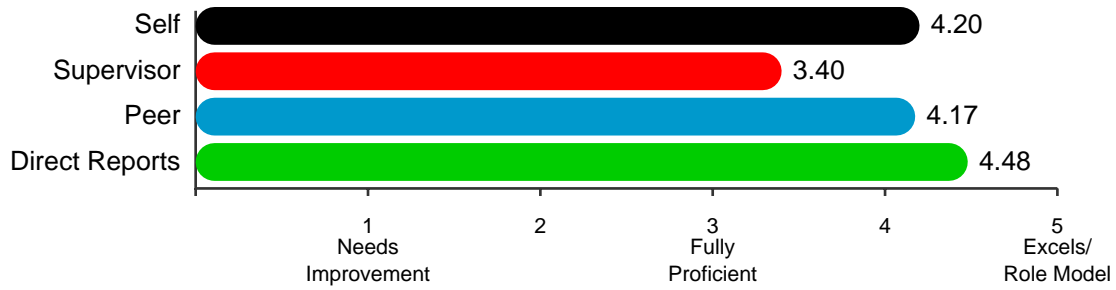
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Provides constructive feedback to others.	15	4.33	100.0			67%		33%
37. Assigns tasks and responsibilities to develop skills of others.	15	3.93	80.0	13%	7%	53%		27%
38. Creates opportunities for professional development.	15	4.27	86.7	13%		47%		40%
39. Assesses employees' developmental needs.	15	4.13	86.7	13%		60%		27%
40. Supports the successes of other employees.	15	4.40	93.3	7%		47%		47%

Comments:

- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- He is very astute, proactive in problem solving, and a great team member.
- I can't think of a single thing _____ could improve upon.
- Experience, mentoring and self-confidence.
- He has grown as a manager in the last few months and it shows.
- He is very responsive when asked for input or his assistance is requested.

Planning

Summary Scores



41. Prioritizes tasks based on urgency/need.



42. Prioritizes plans based on a cost/benefit analysis.



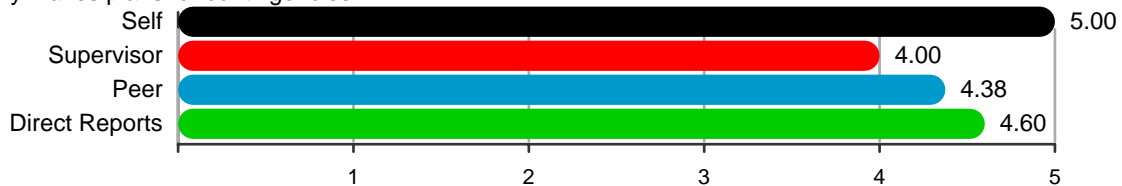
43. Anticipates resources needed to successfully implement a plan or project.



44. Determines what supplies/equipment will be needed for the project.



45. Regularly makes plans for contingencies.



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. Prioritizes tasks based on urgency/need.	15	4.33	93.3	7%	53%	40%
42. Prioritizes plans based on a cost/benefit analysis.	15	4.20	80.0	20%	40%	40%
43. Anticipates resources needed to successfully implement a plan or project.	15	4.13	86.7	13%	60%	27%
44. Determines what supplies/equipment will be needed for the project.	15	4.00	86.7	13%	73%	13%
45. Regularly makes plans for contingencies.	15	4.47	93.3	7%	40%	53%

Comments:

- _____ is very good at reading people which enables him to respond quickly and appropriately.
- He has positive energy, leads by example, and cares about teammates.
- I appreciate his receptiveness and openness and his sense of humor.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- _____ does not beat around the bush nor does he have hidden agendas.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.

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?

- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- Timely follow through.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.

What do you like best about working with this individual?

- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- He leads by example, not reputation.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- _____ is an excellent Director.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- _____ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.

What do you like least about working with this individual?

- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- He translated the creative thinking into real change and solution that advanced our department.
- Always steps up if help is needed.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- _____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.

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

- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- He collaborates with all departments and operates under shared governance.
- Has good intentions, but follow through needs more work.
- _____ has done a remarkable job managing the department.
- 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.

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

- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- _____ is an outstanding manager.
- _____ is a good leader because he gives examples through his own behavior.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.

Any final comments?

- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- I am impressed with his commitment to task and job knowledge.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.