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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.

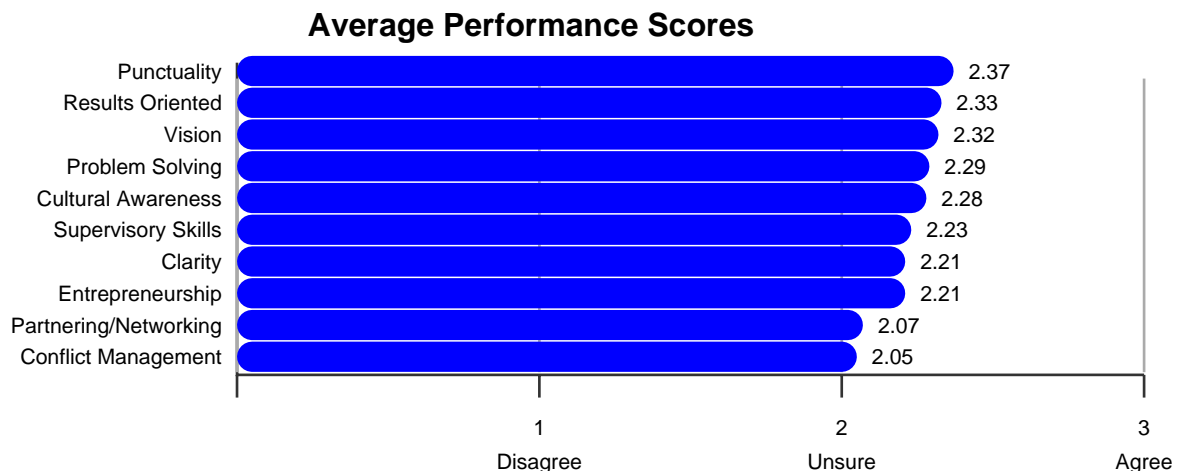
## What to Do with Your Feedback

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

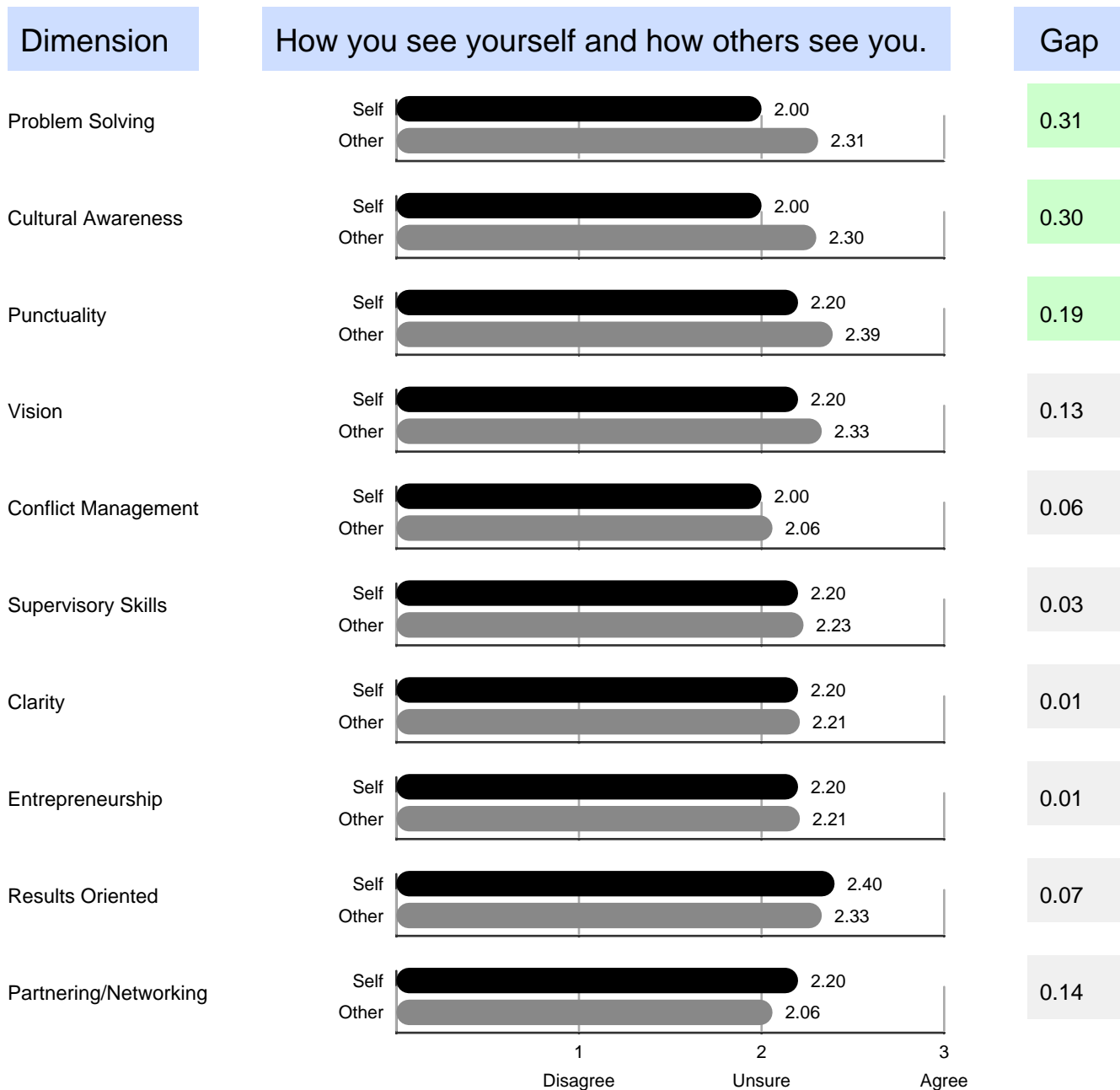
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



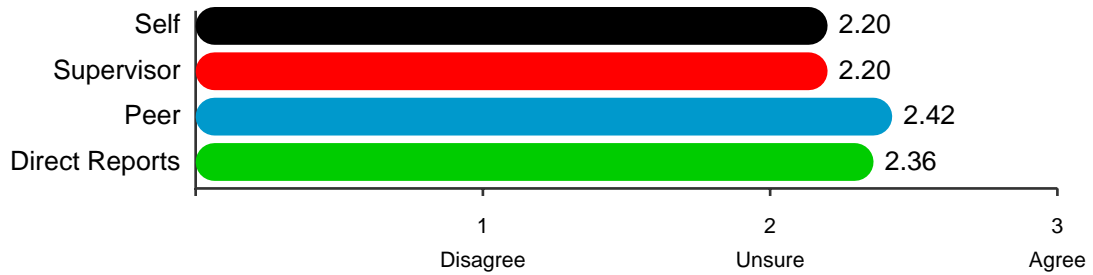
# Gap Analysis

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

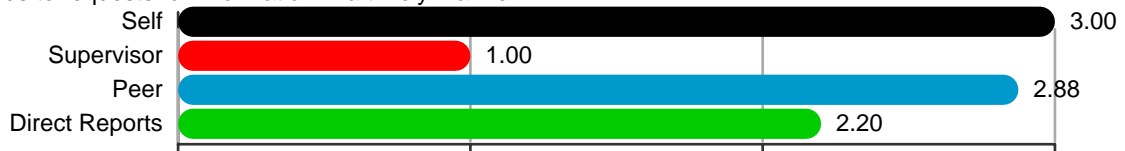
## Summary Scores



### 1. Invoices clients on a timely basis.



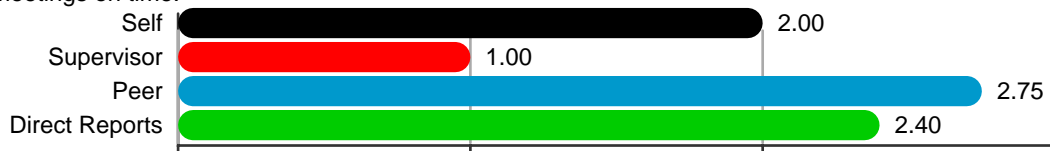
### 2. Responds to requests for information in a timely manner.



### 3. Conducts appointments at scheduled start time.



### 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 (Disagree) to green (Agree).

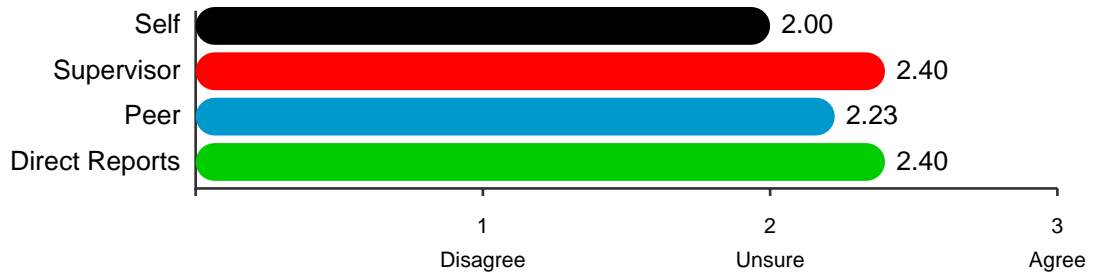
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Invoices clients on a timely basis.	15	2.27	33.3	7%	60%	33%
2. Responds to requests for information in a timely manner.	15	2.53	73.3	20%	7%	73%
3. Conducts appointments at scheduled start time.	15	2.33	40.0	7%	53%	40%
4. Starts meetings on time.	15	2.47	53.3	7%	40%	53%
5. Arrives to meetings on time.	15	2.27	40.0	13%	47%	40%

### Comments:

- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.
- \_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- She has an open door policy and is available when needed.
- Great year of growth!
- Provides team members with frequent informal feedback.
- \_\_\_ is a pleasure to work with.

# Cultural Awareness

## Summary Scores



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



7. Seeks opportunities to learn about the other cultural backgrounds of colleagues.



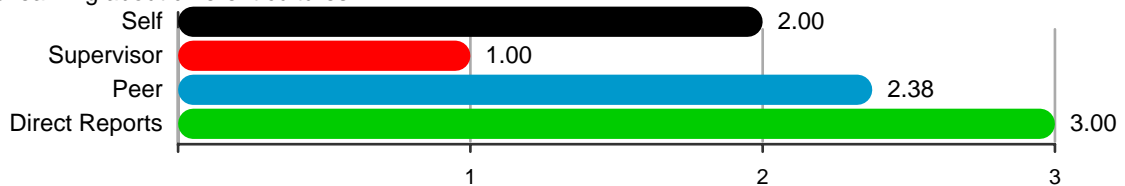
8. Engages with individuals that have different cultural backgrounds.



9. Recognizes and values individual and cultural differences.



10. Open to learning about different cultures.



## Level of Skill

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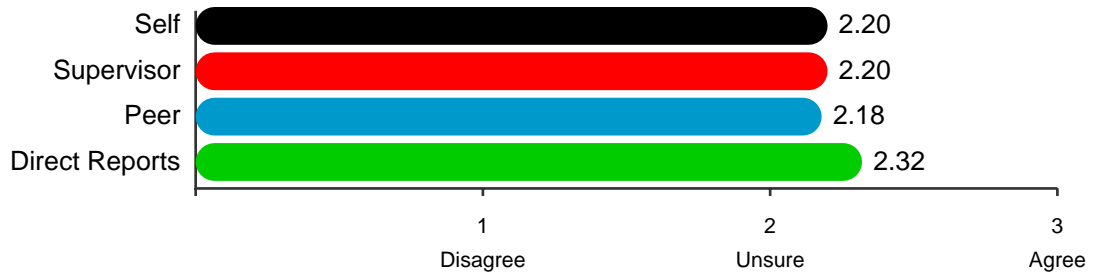
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Fosters a diverse workforce free from discrimination and harassment.	15	2.13	33.3	20%	47%	33%
7. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	15	2.07	26.7	20%	53%	27%
8. Engages with individuals that have different cultural backgrounds.	15	2.33	40.0	7%	53%	40%
9. Recognizes and values individual and cultural differences.	15	2.40	53.3	13%	33%	53%
10. Open to learning about different cultures.	15	2.47	60.0	13%	27%	60%

### Comments:

- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- I appreciate that as a new manager to this department \_\_\_ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- \_\_\_ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.

# Supervisory Skills

## Summary Scores



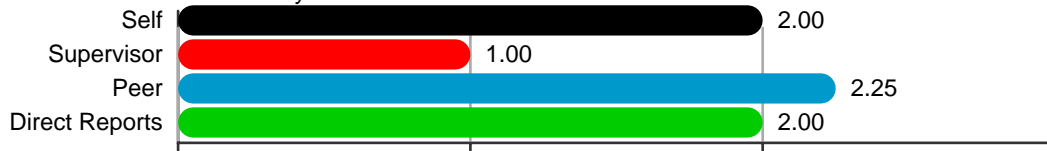
11. Recognizes when employees have completed major milestones.



12. Follows the company standard procedures for allocating assignments.



13. Is sought after for advice in a variety of situations.



14. Values the opinions of subordinates.



15. Provides direction and coaching to employees.





## 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).

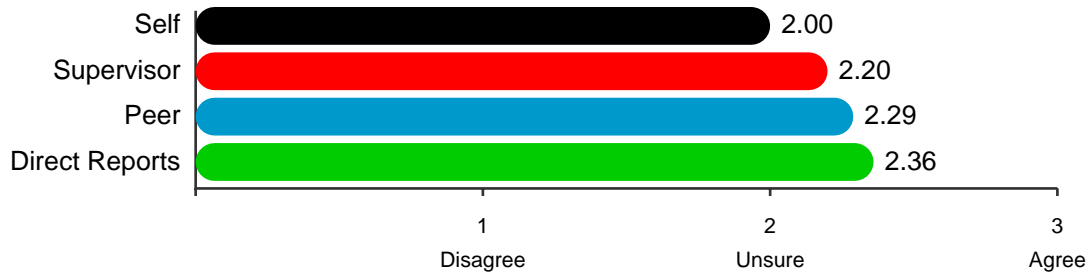
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Recognizes when employees have completed major milestones.	15	2.33	40.0	7%	53%	40%
12. Follows the company standard procedures for allocating assignments.	15	2.07	20.0	13%	67%	20%
13. Is sought after for advice in a variety of situations.	15	2.07	26.7	20%	53%	27%
14. Values the opinions of subordinates.	15	2.27	40.0	13%	47%	40%
15. Provides direction and coaching to employees.	14	2.43	50.0	7%	43%	50%

### Comments:

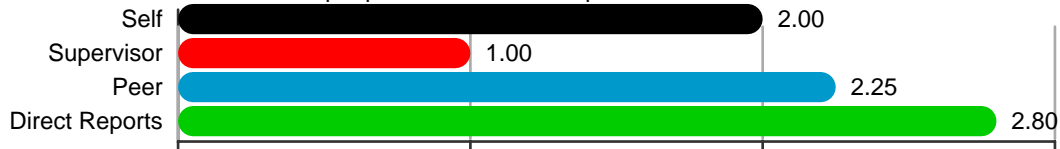
- \_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- Increase in confidence. Being willing to lean into the uncomfortable.
- \_\_\_'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- \_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- I have observed \_\_\_ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. \_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- \_\_\_ always remembers the customer is at the center of what we do.

# Problem Solving

## Summary Scores



16. Able to balance the needs of different people in a solution to a problem.



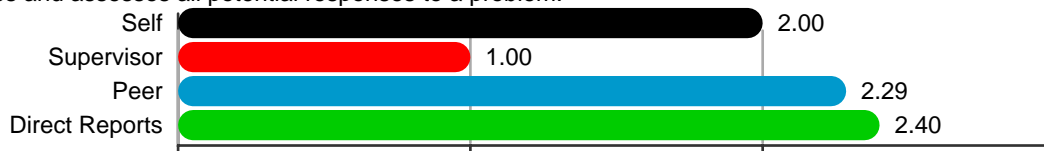
17. Solves problems using logic and insight.



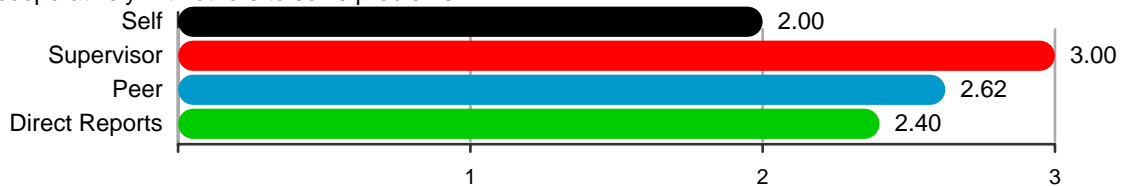
18. Effective in solving problems.



19. Identifies and assesses all potential responses to a problem.



20. Works cooperatively with others to solve 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 (Disagree) to green (Agree).

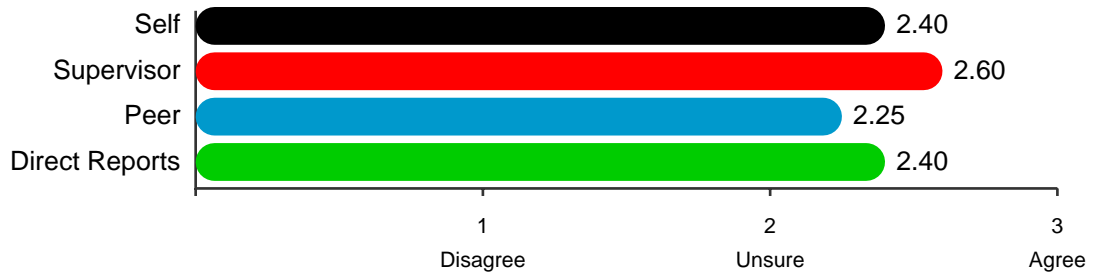
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Able to balance the needs of different people in a solution to a problem.	15	2.33	46.7	13%	40%	47%
17. Solves problems using logic and insight.	15	2.33	40.0	7%	53%	40%
18. Effective in solving problems.	14	2.00	14.3	14%	71%	14%
19. Identifies and assesses all potential responses to a problem.	14	2.21	42.9	21%	36%	43%
20. Works cooperatively with others to solve problems.	15	2.53	60.0	7%	33%	60%

### Comments:

- 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].
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- One of the things that I most appreciate about \_\_\_ is her willingness to mentor and grow new talent.
- \_\_\_ sometimes uses an intense lecturing style with colleagues which is not effective.
- \_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.

# Results Oriented

## Summary Scores



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



22. Stays focused on meeting the needs of customers.



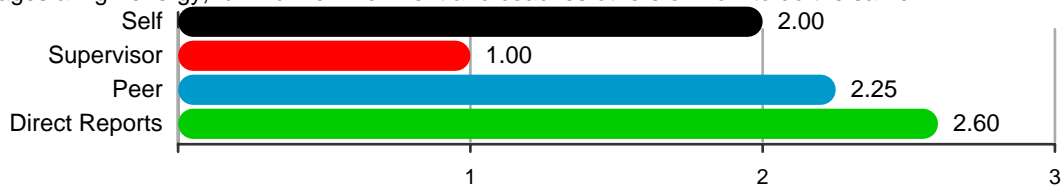
23. Provides clear expectations for employees.



24. Helps others when free-time is available.



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



## Level of Skill

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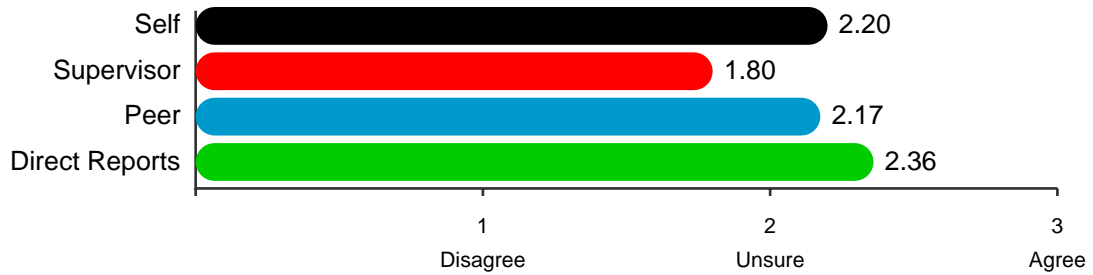
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Does not become distracted by non-issues or interruptions.	15	2.60	66.7	7%	27%	67%
22. Stays focused on meeting the needs of customers.	15	2.33	40.0	7%	53%	40%
23. Provides clear expectations for employees.	15	2.07	20.0	13%	67%	20%
24. Helps others when free-time is available.	15	2.40	53.3	13%	33%	53%
25. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	2.27	53.3	27%	20%	53%

### Comments:

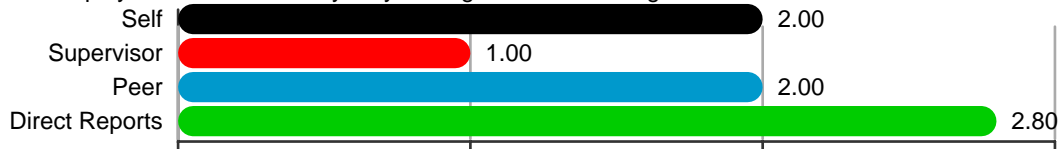
- \_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- She translated the creative thinking into real change and solution that advanced our department.
- \_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.

# Clarity

## Summary Scores



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



27. Clarifies problems and their causes to help employees correct them.



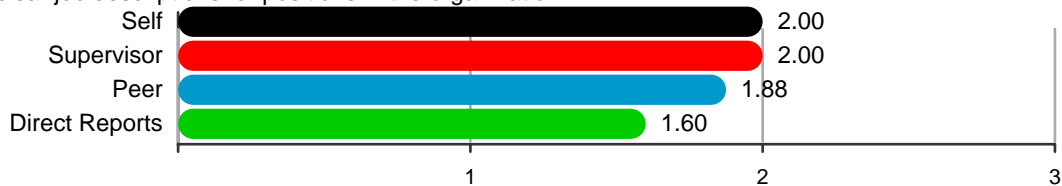
28. Adjusts communication methods to the needs of the audience.



29. Attends to the important details of a job or task.



30. Writes clear job descriptions for positions in the organization.



## 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).

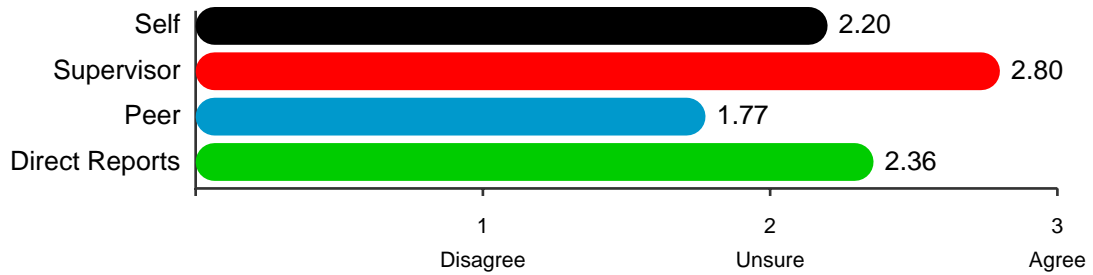
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Makes sure employees understand why they were given certain assignments.	15	2.20	33.3	13%	53%	33%
27. Clarifies problems and their causes to help employees correct them.	15	2.00	26.7	27%	47%	27%
28. Adjusts communication methods to the needs of the audience.	15	2.47	53.3	7%	40%	53%
29. Attends to the important details of a job or task.	15	2.60	60.0		40%	60%
30. Writes clear job descriptions for positions in the organization.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_ has used her strengths to make this department stronger in many ways.
- Over the past few months \_\_\_ has been creating a bridge between the billing staff and the operations departments.
- One of the best supervisors that I have had.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- She is eager to learn and eager to share knowledge.

# Partnering/Networking

## Summary Scores



31. Creates value within the Company by building networks.



32. Collaborates with others to accomplish goals and objectives.



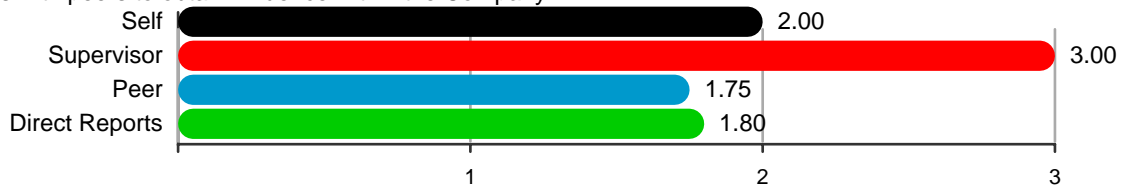
33. Seeks to reduce institutional roadblocks to information sharing.



34. Creates the conditions for partnerships to grow and develop.



35. Partners with peers to obtain influence within the Company.





## 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).

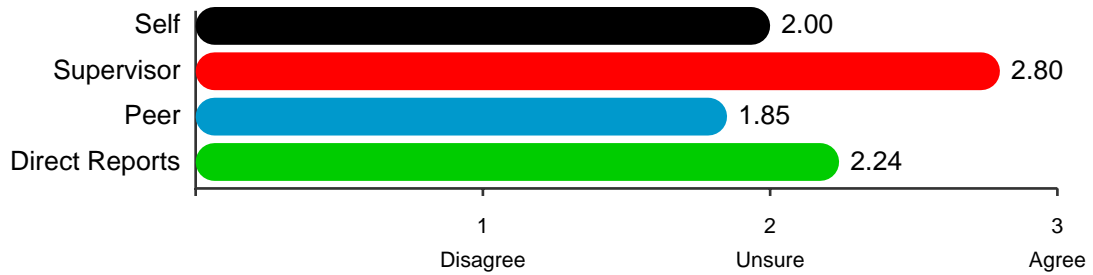
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Creates value within the Company by building networks.	15	2.13	33.3	20%	47%	33%
32. Collaborates with others to accomplish goals and objectives.	15	2.13	33.3	20%	47%	33%
33. Seeks to reduce institutional roadblocks to information sharing.	15	2.07	33.3	27%	40%	33%
34. Creates the conditions for partnerships to grow and develop.	15	2.13	26.7	13%	60%	27%
35. Partners with peers to obtain influence within the Company.	15	1.87	20.0	33%	47%	20%

### Comments:

- Resources are managed carefully with input sought and considered before applying those resources.
- I appreciate the honest evaluative feedback \_\_\_ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- \_\_\_ 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.
- \_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- \_\_\_ is a very effective leader and a role model for other leaders.
- She cares deeply for what she does and it shows.

# Conflict Management

## Summary Scores



### 36. Tries to understand others' point of view before making judgments



### 37. Deals effectively with employee grievances.



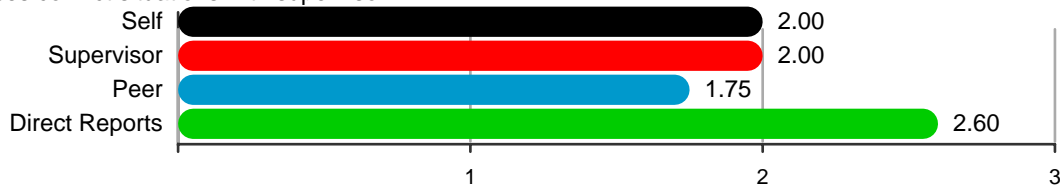
### 38. Identifies and takes steps to prevent potential confrontations.



### 39. Helps employees to think through alternative ways to resolve conflict situations.



### 40. Discusses conflict situations with supervisor.



## 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).

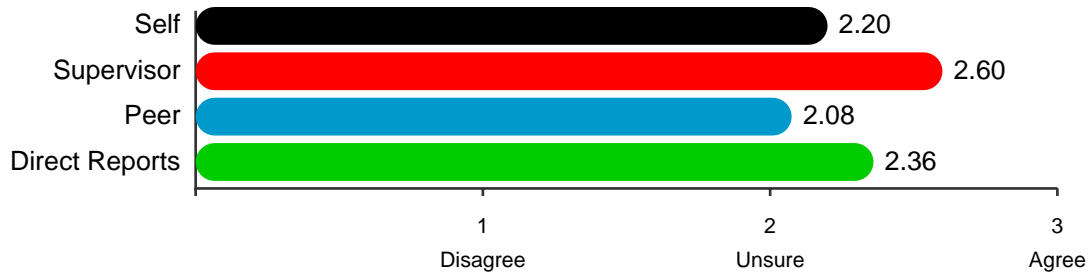
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Tries to understand others' point of view before making judgments	15	1.87	20.0	33%	47%	20%
37. Deals effectively with employee grievances.	15	1.93	13.3	20%	67%	13%
38. Identifies and takes steps to prevent potential confrontations.	15	2.07	33.3	27%	40%	33%
39. Helps employees to think through alternative ways to resolve conflict situations.	15	2.33	33.3		67%	33%
40. Discusses conflict situations with supervisor.	15	2.07	33.3	27%	40%	33%

### Comments:

- \_\_\_ routinely goes out of her way to make work a more engaging experience.
- \_\_\_ is very professional in dealing with her peers and the staff.
- I truly appreciate \_\_\_'s knowledge, her professionalism, and her reliability.
- Norm made an excellent choice by selecting \_\_\_ to lead [CompanyName].
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- \_\_\_ has done a remarkable job managing the department.

# Entrepreneurship

## Summary Scores



41. Able to adapt the department to changing business demands and climate.



42. Understands the processes and various stages of business development.



43. Excellent at managing relationships with stakeholders.



44. Balances risks and rewards when making decisions.



45. Takes the initiative to complete tasks.



## 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).

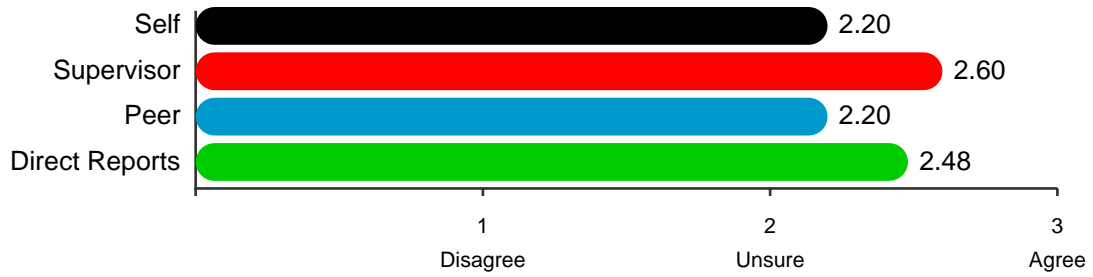
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Able to adapt the department to changing business demands and climate.	15	2.00	26.7	27%	47%	27%
42. Understands the processes and various stages of business development.	15	2.13	33.3	20%	47%	33%
43. Excellent at managing relationships with stakeholders.	15	2.20	40.0	20%	40%	40%
44. Balances risks and rewards when making decisions.	15	2.20	26.7	7%	67%	27%
45. Takes the initiative to complete tasks.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ has a clear process for hiring which has aided her in building an amazing team.
- 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.
- \_\_\_ 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.
- Does well in most technical skills and is willing to learn anything that is new
- \_\_\_ treats all employees with respect and in a very professional manner.
- She has positive energy, leads by example, and cares about teammates.

# Vision

## Summary Scores



46. Behaves in a way that is consistent with business values & code of conduct



47. Demonstrates consistency between words and actions



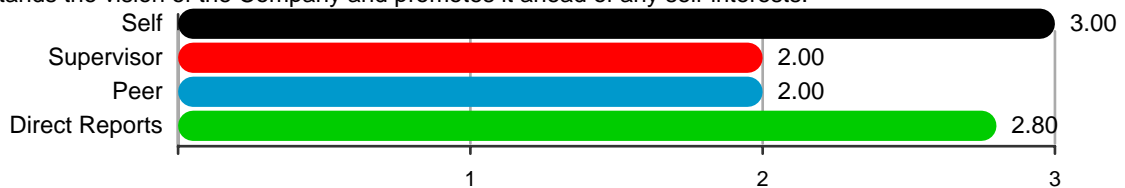
48. Leads employees in new directions.



49. Communicates the vision and strategy of [Company]



50. Understands the vision of the Company and promotes it ahead of any self-interests.



## 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. Behaves in a way that is consistent with business values & code of conduct	15	2.27	26.7		73%	27%
47. Demonstrates consistency between words and actions	15	2.13	26.7	13%	60%	27%
48. Leads employees in new directions.	15	2.40	40.0		60%	40%
49. Communicates the vision and strategy of [Company]	15	2.47	46.7		53%	47%
50. Understands the vision of the Company and promotes it ahead of any self-interests.	15	2.33	46.7	13%	40%	47%

### Comments:

- She is a team player and willing to help other departments and staff when needed.
- \_\_\_ takes people where they want to go and pushes them to be their own success.
- Need to take in all opinions, not just those of employees who are not always truthful....
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- She is trustworthy, dependable, positive attitude, and team focused.

## 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?

- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- \_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.

### What do you like best about working with this individual?

- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- I value and appreciate \_\_\_ very much.
- She takes the time to explain to staff the rationale of changes being made.
- One of the main reasons I am here is because of \_\_\_.
- \_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

### What do you like least about working with this individual?

- I think 16 & 17 relate in the sense that I believe \_\_\_ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- Collaboration and dissemination of information and projects is something \_\_\_ does well.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- \_\_\_ has done a great job of continuing to grow and refine the service lines.
- Building relationships of trust to enhance safety is an important part of our approach.

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

- \_\_\_'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- Have persistence and tenacity
- 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.
- You could check for clarity in expectations more frequently.
- \_\_\_ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.



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

- I have observed that \_\_\_ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- She is effective and her knowledge of processes is invaluable.
- \_\_\_ is an extremely effective leader.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- \_\_\_ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.

### Any final comments?

- \_\_\_ 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.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- \_\_\_ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Has the experience needed.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.