



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.

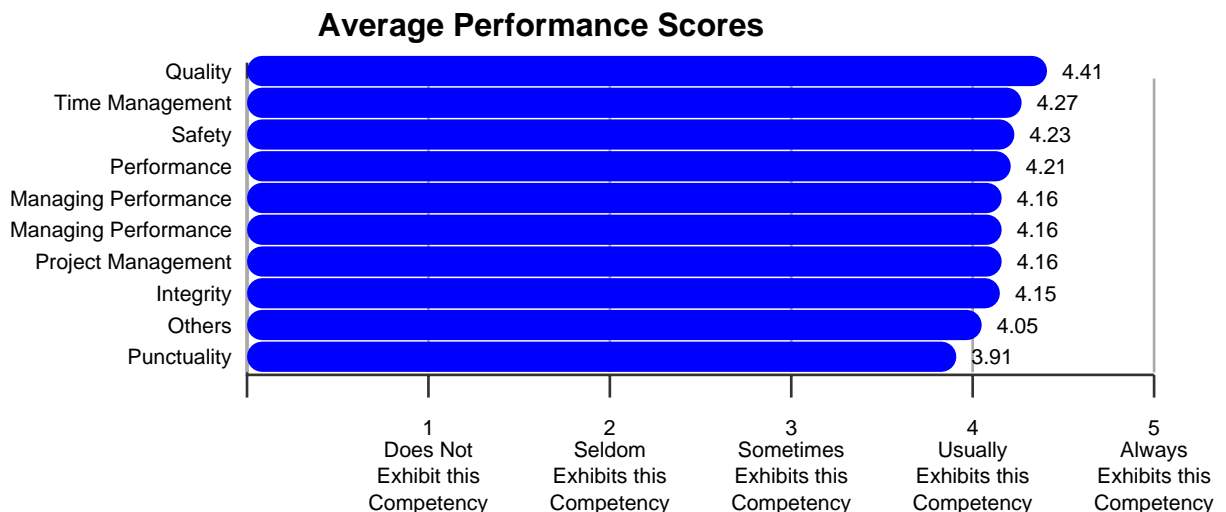
What to Do with Your Feedback

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.



Quality

Summary Scores



1. Reflects on what is working and what could be improved.



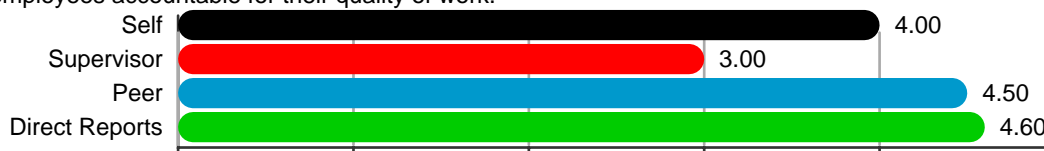
2. Always strives to produce the highest quality work products.



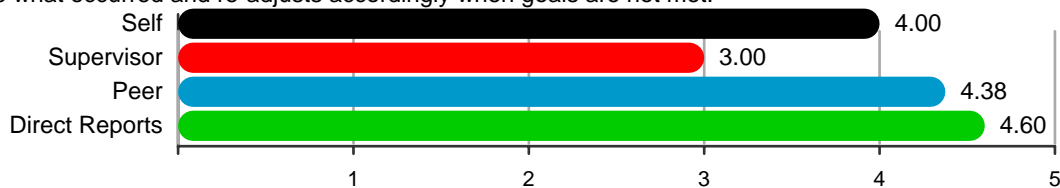
3. Corrects issues in a timely manner.



4. Holds employees accountable for their quality of work.



5. Analyze what occurred and re-adjusts accordingly when goals are not met.



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. Reflects on what is working and what could be improved.	15	4.20	93.3	7%		67%		27%
2. Always strives to produce the highest quality work products.	15	4.87	100.0			87%		
3. Corrects issues in a timely manner.	15	4.27	93.3	7%		60%		33%
4. Holds employees accountable for their quality of work.	15	4.40	86.7	13%		33%		53%
5. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.33	93.3	7%		53%		40%

Comments:

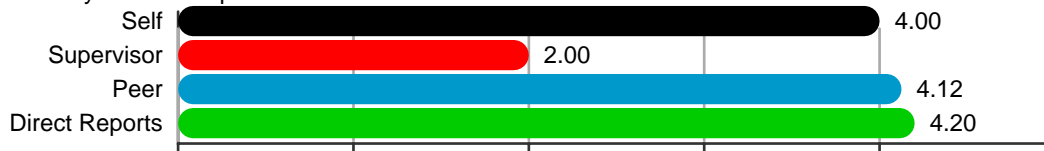
- Difficult to reach sometimes and often does not respond to messages at all.
- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- he understands where our opportunities for savings in the employee benefits plan may be.
- _____ leads by example in each of the areas noted above.
- He is very responsive when asked for input or his assistance is requested.
- I appreciate his style and support.

Time Management

Summary Scores



6. Deals effectively with interruptions.



7. Does not procrastinate.



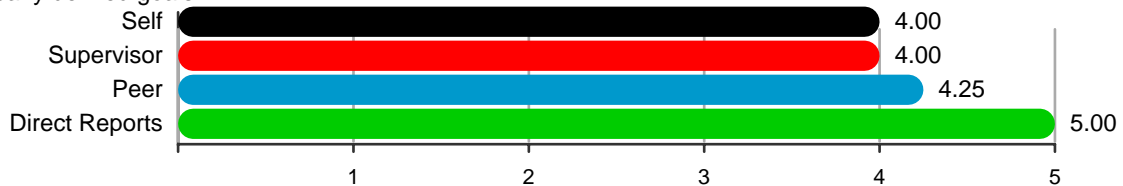
8. Prioritizes new tasks according to their relative importance.



9. Leaves time in the schedule for unplanned contingencies.



10. Sets clearly defined goals.



Level of Skill

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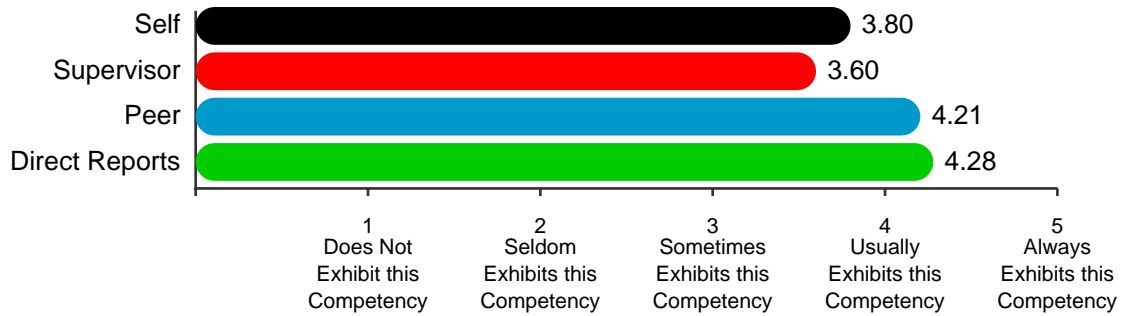
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Deals effectively with interruptions.	15	4.00	80.0	7%	13%	53%	27%	
7. Does not procrastinate.	15	4.07	80.0		20%	53%	27%	
8. Prioritizes new tasks according to their relative importance.	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. Sets clearly defined goals.	15	4.47	93.3	7%	40%		53%	

Comments:

- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- I have enjoyed working with _____ and will miss his support and direction.

Managing Risk

Summary Scores



11. Perceives the risks of different work tasks and activities.



12. Creates informative guides regarding potential risks and risky behaviors.



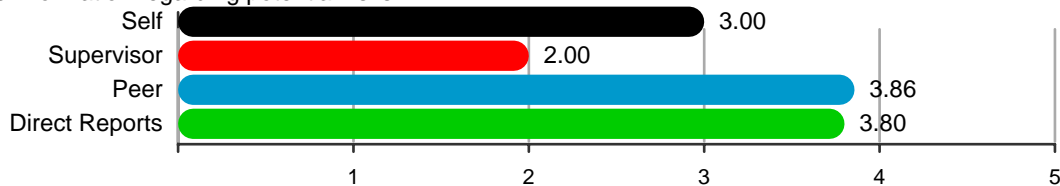
13. Offers training to reduce safety incidents in the workplace.



14. Performs regular risk analyses to minimize adverse outcomes.



15. Gathers information regarding potential risks.



Level of Skill

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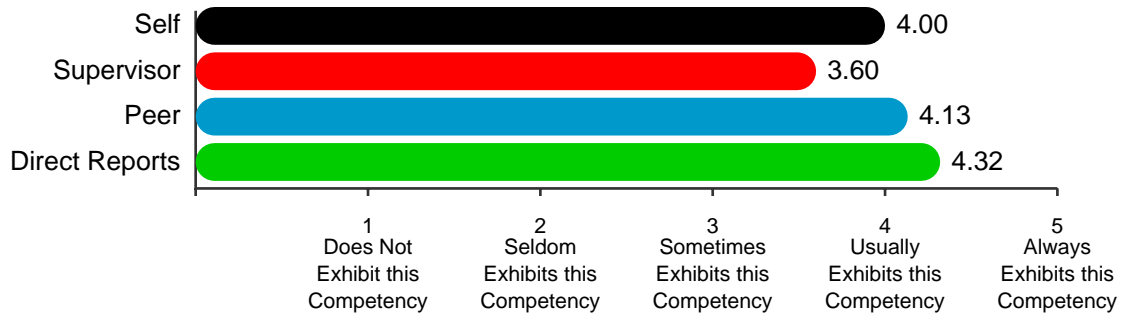
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Perceives the risks of different work tasks and activities.	15	4.60	100.0				40%	60%
12. Creates informative guides regarding potential risks and risky behaviors.	15	4.27	100.0				73%	27%
13. Offers training to reduce safety incidents in the workplace.	15	4.33	100.0				67%	33%
14. Performs regular risk analyses to minimize adverse outcomes.	15	3.93	73.3		27%		53%	20%
15. Gathers information regarding potential risks.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- He can ask a question and truly listen to the answer before giving feedback.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- His communication style can also come across as very directive at times to peers and subordinates.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.

Integrity

Summary Scores



16. Accepts responsibility for mistakes.



17. Fosters an environment built upon trust.



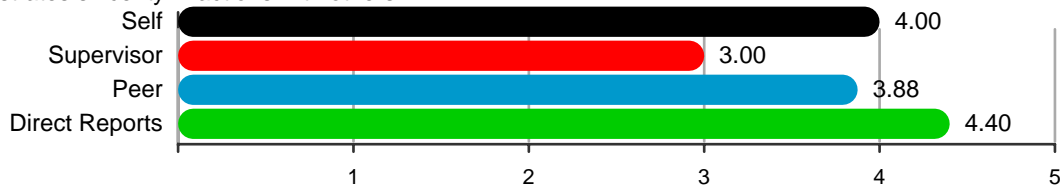
18. Develops trust and confidence from others.



19. Follows tasks to completion.



20. Demonstrates sincerity in actions with others.



Level of Skill

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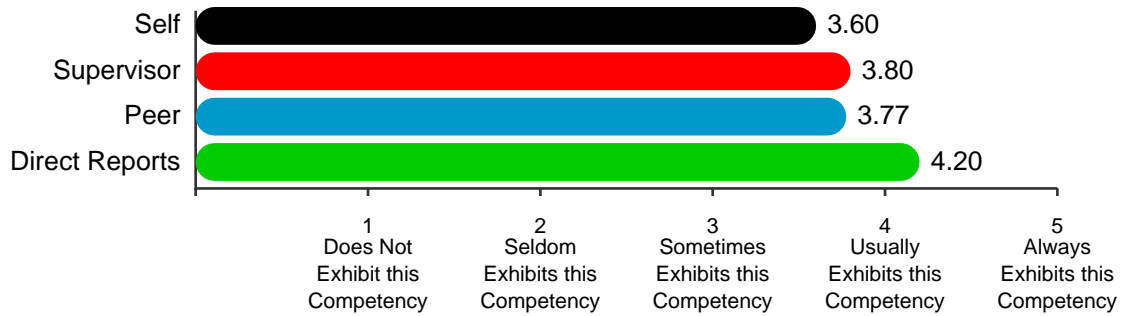
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Accepts responsibility for mistakes.	15	4.33	86.7	13%	40%	47%		
17. Fosters an environment built upon trust.	15	4.27	93.3	7%	60%	33%		
18. Develops trust and confidence from others.	14	4.00	92.9	7%	86%	7%		
19. Follows tasks to completion.	14	4.14	85.7	7%	7%	50%	36%	
20. Demonstrates sincerity in actions with others.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- _____ exemplifies all of the above.
- He has a vast storehouse of knowledge about the facility and our policies.
- He 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.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.

Punctuality

Summary Scores



21. Conducts appointments at scheduled start time.



22. Starts meetings on time.



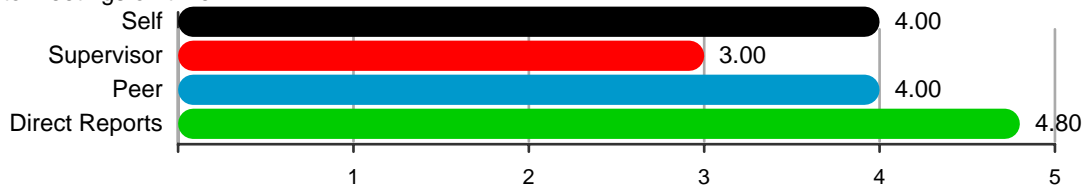
23. Maintains an efficient schedule of activities.



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



25. Arrives to meetings on time.



Level of Skill

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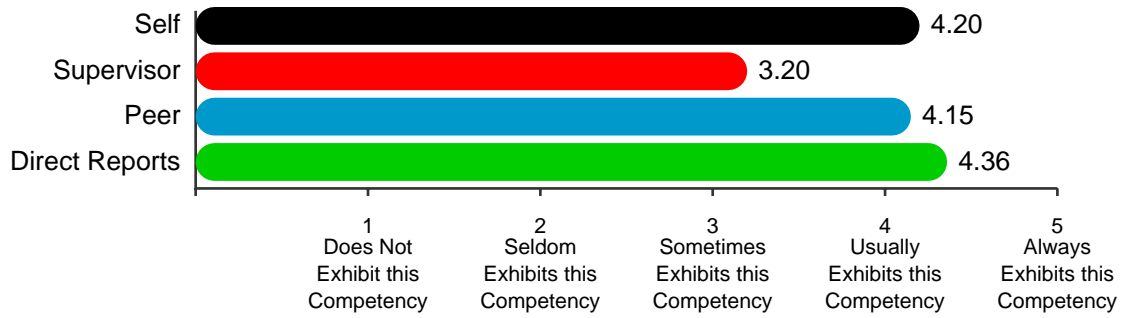
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Conducts appointments at scheduled start time.	15	4.00	66.7	13%	20%	20%	47%	
22. Starts meetings on time.	15	3.47	53.3	13%	33%	47%	7%	
23. Maintains an efficient schedule of activities.	15	3.60	66.7	13%	20%	60%	7%	
24. Responds to requests for information in a timely manner.	15	4.27	86.7	7%	7%	40%	47%	
25. Arrives to meetings on time.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

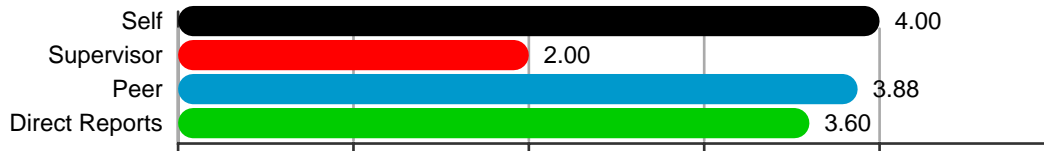
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- His years of experience and wisdom are generously shared and appreciated.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- He could benefit from becoming more comfortable challenging others.
- _____ 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 elses department, he is willing to help in any capacity he can to help reach goals.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.

Managing Performance

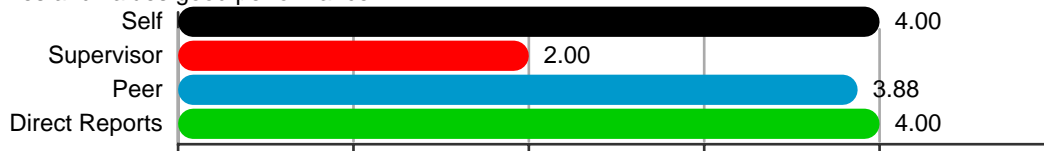
Summary Scores



26. Creates clear standards that are understandable and fair.



27. Recognizes and values good performance.



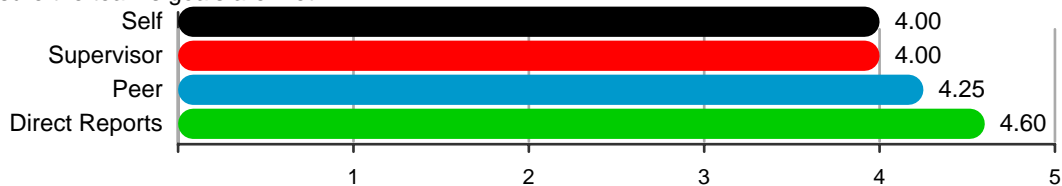
28. Reviews job performance shortly after completion of tasks.



29. Acknowledges employee contributions that support the bottom line.



30. Makes sure the team's goals are met.



Level of Skill

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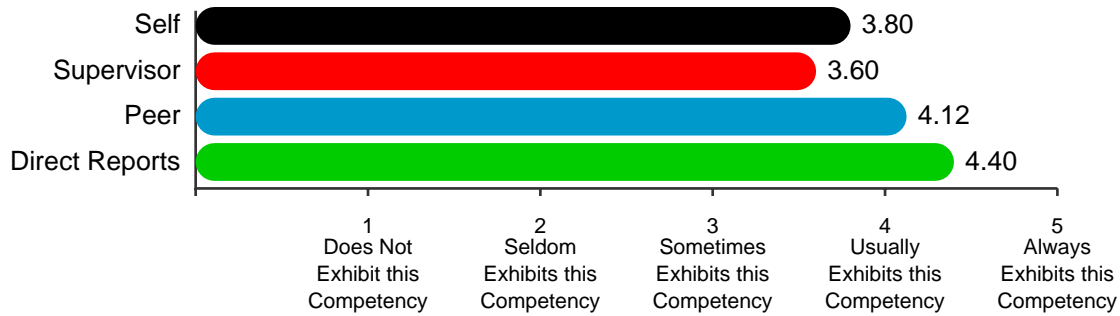
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Creates clear standards that are understandable and fair.	15	3.67	66.7	20%	13%	47%	20%	
27. Recognizes and values good performance.	15	3.80	73.3	20%	7%	47%	27%	
28. Reviews job performance shortly after completion of tasks.	15	4.33	86.7	13%	40%	47%		
29. Acknowledges employee contributions that support the bottom line.	15	4.67	100.0		33%	67%		
30. Makes sure the team's goals are met.	15	4.33	100.0		67%	33%		

Comments:

- _____ is always professional during interactions with staff.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- He works diligently with our supplier to ensure the inventory is cost effective.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!

Project Management

Summary Scores



31. Defines project outcomes based on customer requirements.



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



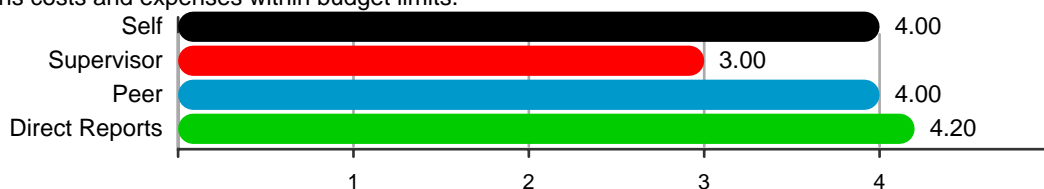
33. Develops action items, workplans, timelines, and criteria for projects.



34. Organizes work and sets priorities as needed.



35. Maintains costs and expenses within budget limits.



Level of Skill

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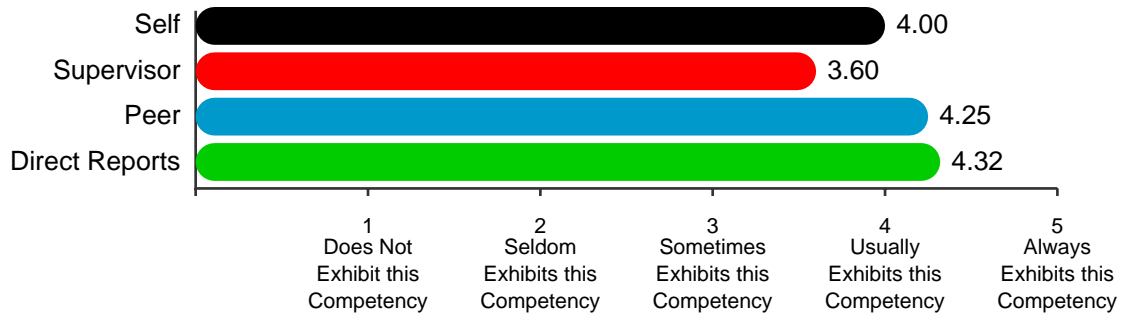
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Defines project outcomes based on customer requirements.	15	4.07	80.0	20%		53%		27%
32. Works with customers and clients to assess their needs and define project parameters.	15	4.47	100.0		53%		47%	
33. Develops action items, workplans, timelines, and criteria for projects.	15	4.13	80.0	20%		47%		33%
34. Organizes work and sets priorities as needed.	15	4.13	86.7	13%		60%		27%
35. Maintains costs and expenses within budget limits.	15	4.00	80.0	20%		60%		20%

Comments:

- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.

Performance

Summary Scores



36. Able to organize work.



37. Sets a high standard for job performance.



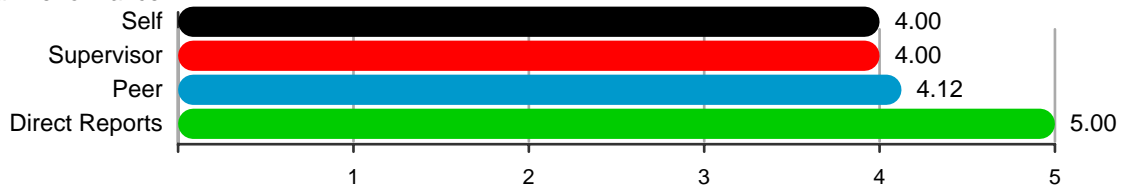
38. Works effectively in the department.



39. Effectively organizes resources and plans



40. ...Overall Performance



Level of Skill

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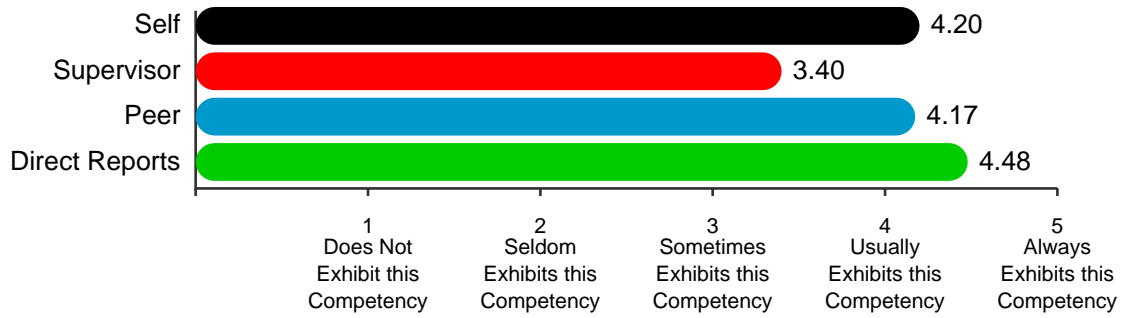
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Able to organize work.	15	4.33	100.0			67%		33%
37. Sets a high standard for job performance.	15	3.93	80.0	13%	7%	53%		27%
38. Works effectively in the department.	15	4.27	86.7			47%		40%
39. Effectively organizes resources and plans	15	4.13	86.7			60%		27%
40. ...Overall Performance	15	4.40	93.3			47%		47%

Comments:

- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.

Safety

Summary Scores



41. Encourages others to work safely.



42. Is not afraid to question a potential safety issue observed in the workplace.



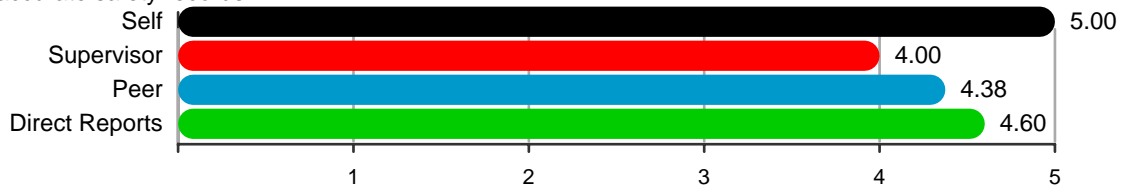
43. Identifies predictable hazards in the workplace.



44. Develops a sustainable safety culture.



45. Keeps accurate safety records.



Level of Skill

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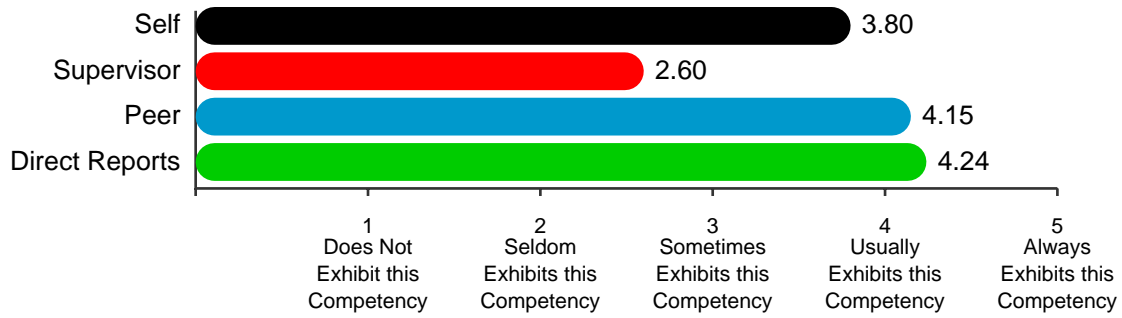
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Encourages others to work safely.	15	4.33	93.3	7%	53%	40%		
42. Is not afraid to question a potential safety issue observed in the workplace.	15	4.20	80.0	20%	40%	40%		
43. Identifies predictable hazards in the workplace.	15	4.13	86.7	13%	60%	27%		
44. Develops a sustainable safety culture.	15	4.00	86.7	13%	73%	13%		
45. Keeps accurate safety records.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ is very good at recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contributions to the department.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- _____'s priority is our customers and community.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- I have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. His support during this transition was extremely helpful to me.
- _____ has also attended many off-site events to show his support to department staff.

Others

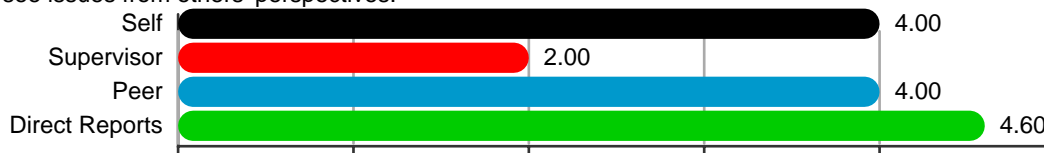
Summary Scores



46. Works across boundaries within the organization.



47. Able to see issues from others' perspectives.



48. Respects the opinions of other employees.



49. Forms working relationships with employees from other departments.



50. Treats others with respect and dignity.



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
46. Works across boundaries within the organization.	15	3.87	80.0	7%	13%	67%	13%	
47. Able to see issues from others' perspectives.	15	4.07	86.7	13%		53%	33%	
48. Respects the opinions of other employees.	15	4.13	86.7		13%	60%	27%	
49. Forms working relationships with employees from other departments.	15	4.20	86.7	7%	7%	47%	40%	
50. Treats others with respect and dignity.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- Overall I think he does a great job and he is very approachable.
- I have been most impressed by _____ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from _____.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- I appreciate that as a new manager to this department _____ has sought to understand my work flow and process. He is actively learning more about our work processes and involved to determine needed resources.
- _____ has also attended many off-site events to show his support to department staff.
- _____ is a very effective leader and excellent communicator.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- He consistently helps us in problem solving a variety of issues.

What do you like best about working with this individual?

- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.

What do you like least about working with this individual?

- He is passionate about providing the services necessary to meet the needs of our organization.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- Having a routine for schedule and coming to office more frequently
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- He truly is the best Manager I have ever had.

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

- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- He keeps focused on things that are important for his department to run smoothly.
- Show others it is possible to understand both sides without having to agree all the time.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- _____ takes people where they want to go and pushes them to be their own success.

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

- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- _____ is a very positive addition to our Management team.
- _____ is an amazing manager. He genuinely cares about his staff.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.

Any final comments?

- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- Does well in most technical skills and is willing to learn anything that is new
- Take charge without being pushed to do so.
- I would encourage him to empathize with his team and show more of a calm, caring side.