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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.

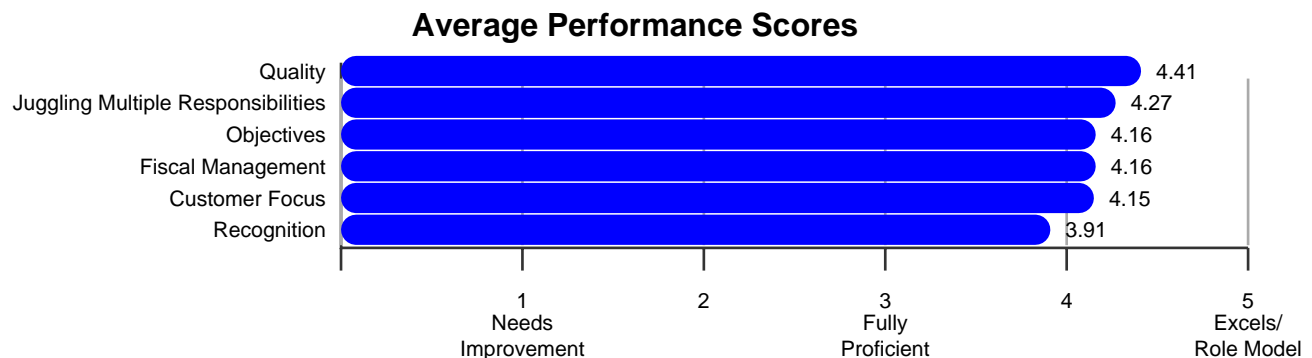
## What to Do with Your Feedback

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

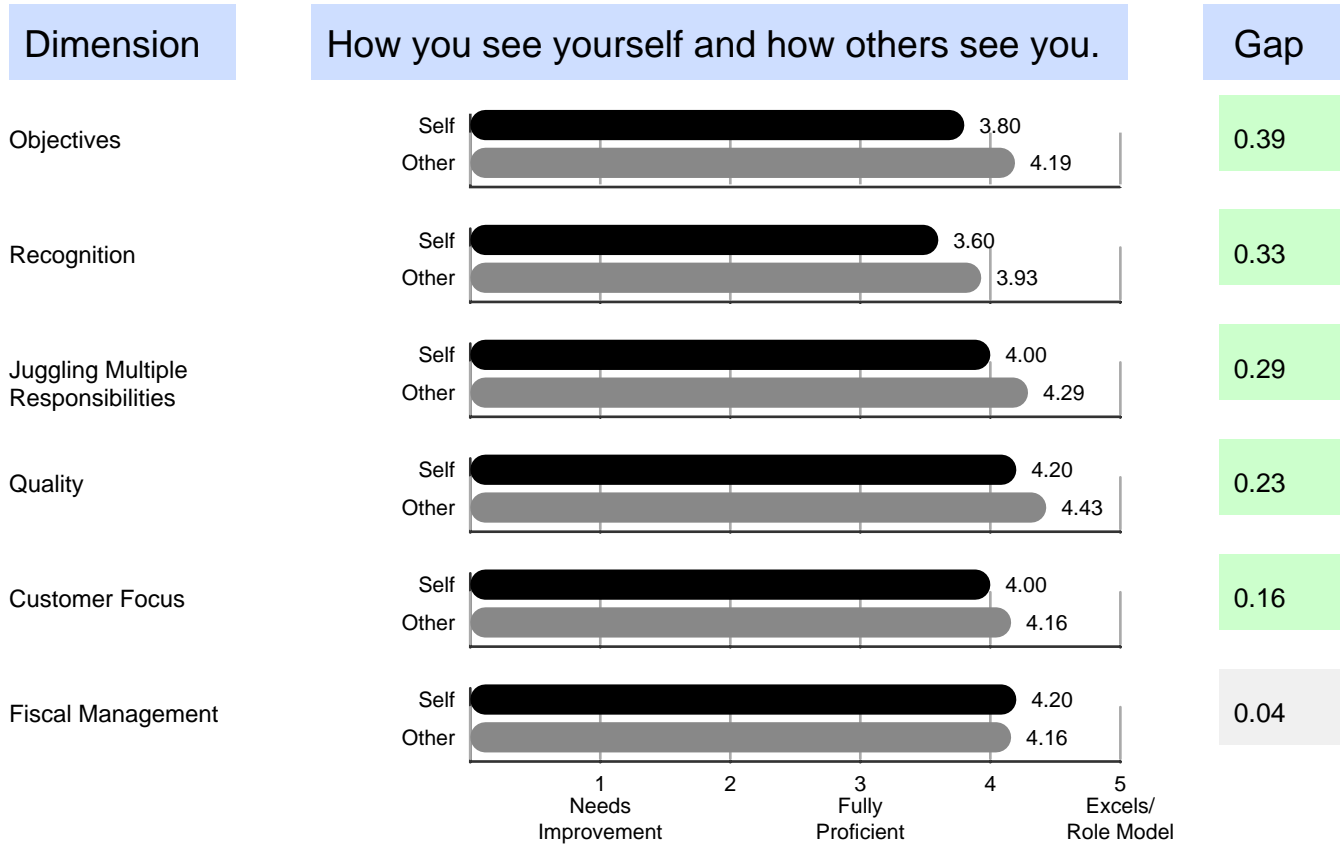
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



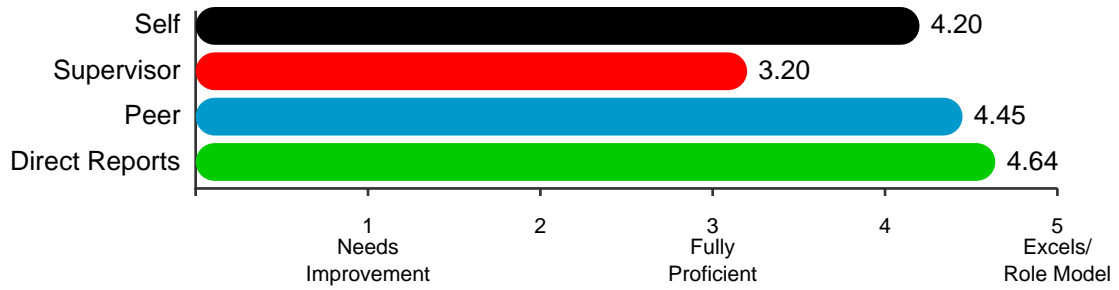
## Gap Analysis

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



2. Encourages others to produce the highest quality work products.



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



4. Encourages employees to produce the best quality products.



5. Holds employees accountable for their quality of work.



## 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).

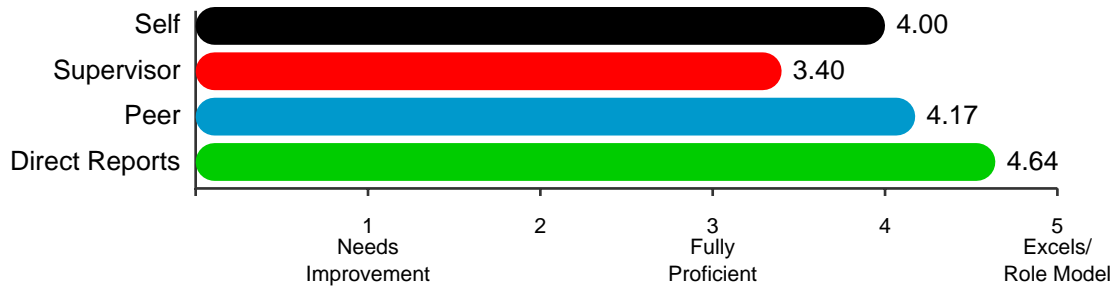
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.20	93.3	7%	67%	27%
2. Encourages others to produce the highest quality work products.	15	4.87	100.0	13%	87%	
3. Reflects on what is working and what could be improved.	15	4.27	93.3	7%	60%	33%
4. Encourages employees to produce the best quality products.	15	4.40	86.7	13%	33%	53%
5. Holds employees accountable for their quality of work.	15	4.33	93.3	7%	53%	40%

### Comments:

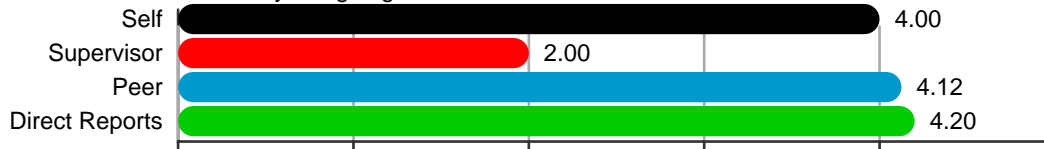
- \_\_\_\_\_ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- He inspires others by the manner in which he does his work and engages others.
- We are striving to meet best practice standards.
- He is becoming more comfortable to deliver critical feedback.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- \_\_\_\_\_ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.

# Juggling Multiple Responsibilities

## Summary Scores



6. Coordinates the work of a team by assigning tasks to other team members.



7. Builds in extra time in the schedule for unplanned events/occurrences.



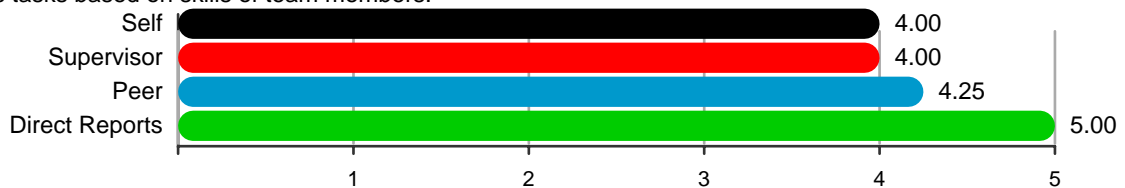
8. Assesses current capabilities before committing to new requests from customers.



9. Plans and organizes continuously while performing all other responsibilities and activities.



10. Assigns tasks based on skills of team members.



## Level of Skill

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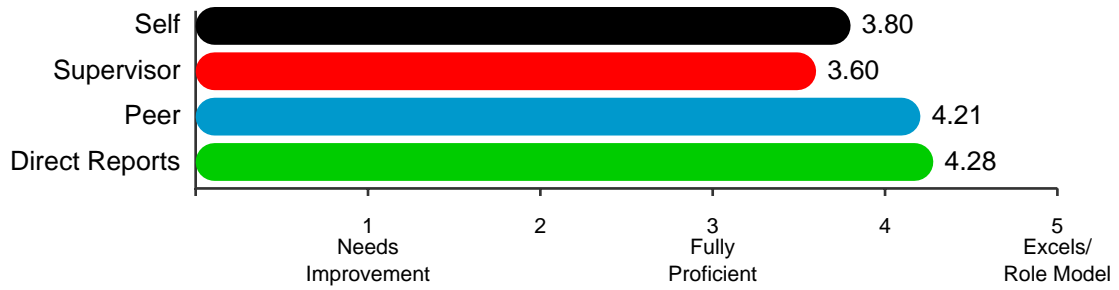
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Coordinates the work of a team by assigning tasks to other team members.	15	4.00	80.0	7%	13%	53%	27%
7. Builds in extra time in the schedule for unplanned events/occurrences.	15	4.07	80.0		20%	53%	27%
8. Assesses current capabilities before committing to new requests from customers.	15	4.33	93.3	7%		47%	47%
9. Plans and organizes continuously while performing all other responsibilities and activities.	15	4.47	93.3	7%		40%	53%
10. Assigns tasks based on skills of team members.	15	4.47	93.3	7%		40%	53%

### Comments:

- \_\_\_\_\_ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.
- Confidence is the only thing I think he needs to improve on.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.

# Objectives

## Summary Scores



### 11. Establishes goals and objectives.



### 12. Able to organize work.



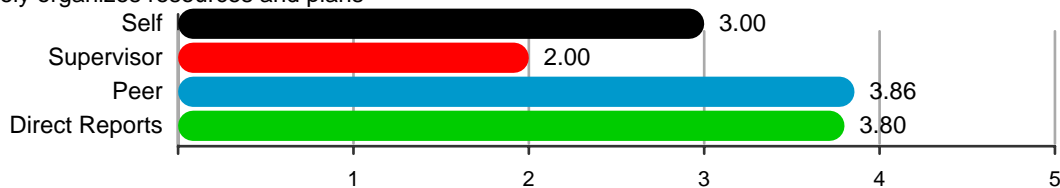
### 13. Works toward achieving established goals and objectives.



### 14. Ability to establish realistic goals.



### 15. Effectively organizes resources and plans





## 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).

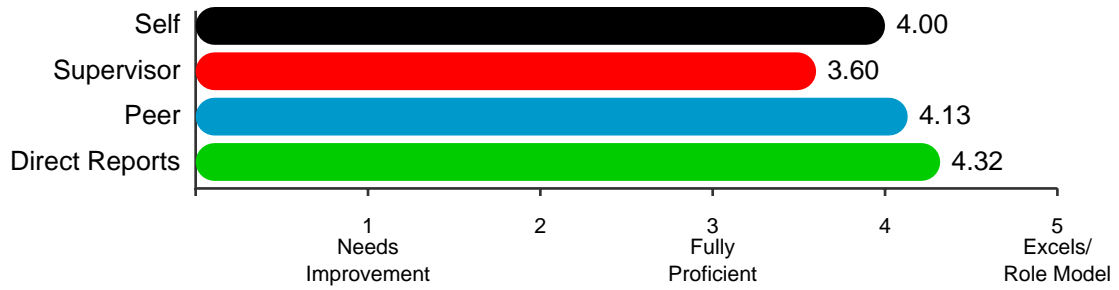
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Establishes goals and objectives.	15	4.60	100.0	40%	60%	
12. Able to organize work.	15	4.27	100.0	73%	27%	
13. Works toward achieving established goals and objectives.	15	4.33	100.0	67%	33%	
14. Ability to establish realistic goals.	15	3.93	73.3	27%	53%	20%
15. Effectively organizes resources and plans	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- \_\_\_\_\_ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads be example.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- \_\_\_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

# Customer Focus

## Summary Scores



16. Regularly receives positive feedback from customers.



17. Is focused on improving customer services.



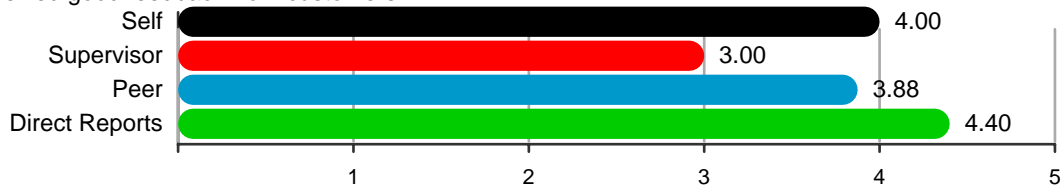
18. Anticipates resources needed to meet the customer needs.



19. Attends to the customer's needs in addition to the specific needs of the project.



20. Has received good feedback from customers.



## Level of Skill

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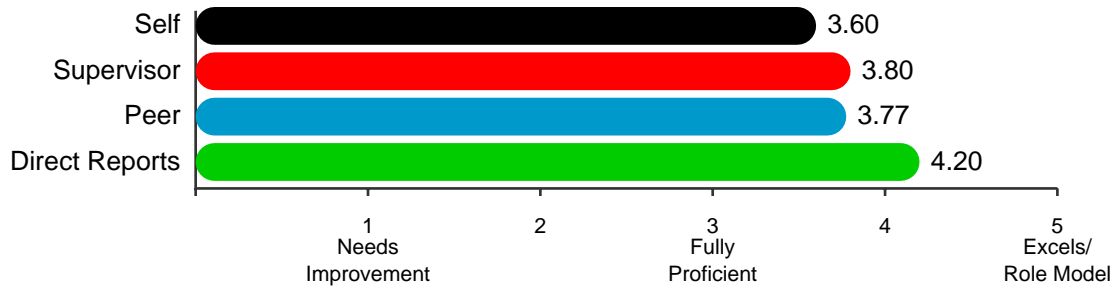
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Regularly receives positive feedback from customers.	15	4.33	86.7	13%		40%	47%
17. Is focused on improving customer services.	15	4.27	93.3	7%		60%	33%
18. Anticipates resources needed to meet the customer needs.	14	4.00	92.9	7%		86%	7%
19. Attends to the customer's needs in addition to the specific needs of the project.	14	4.14	85.7	7%	7%	50%	36%
20. Has received good feedback from customers.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- I feel \_\_\_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- \_\_\_\_\_ exemplifies all of the above.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- I appreciate \_\_\_\_\_'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- \_\_\_\_\_ 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.

# Recognition

## Summary Scores



21. Makes people around them feel appreciated and valued.



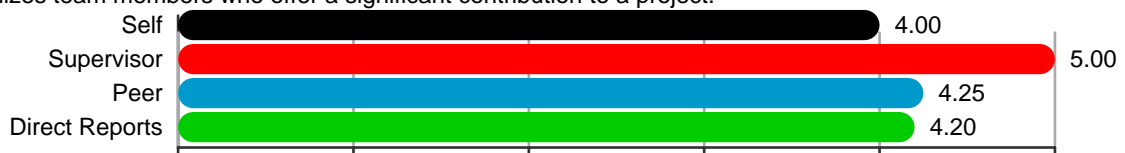
22. Is sincerely interested in the suggestions of co-workers



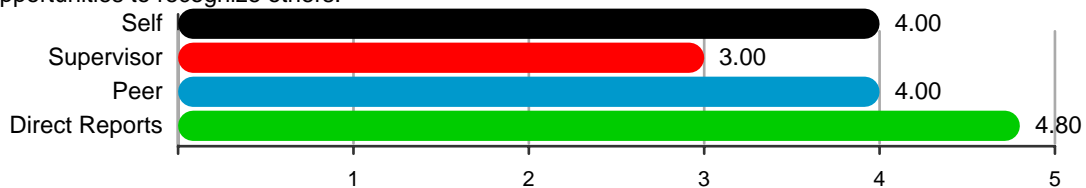
23. Lets employees know when they have done well



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



25. Finds opportunities to recognize others.



## 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).

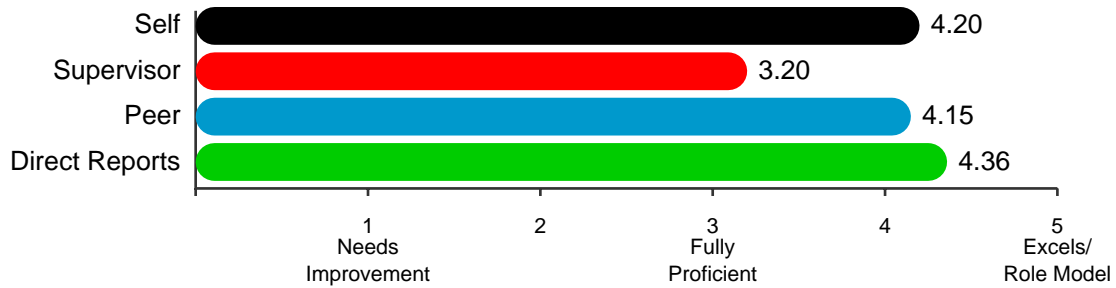
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Makes people around them feel appreciated and valued.	15	4.00	66.7	13%	20%	20%		47%
22. Is sincerely interested in the suggestions of co-workers	15	3.47	53.3	13%	33%		47%	7%
23. Lets employees know when they have done well	15	3.60	66.7	13%	20%		60%	7%
24. Recognizes team members who offer a significant contribution to a project.	15	4.27	86.7	7%	7%	40%		47%
25. Finds opportunities to recognize others.	15	4.20	80.0	7%	13%	33%		47%

### Comments:

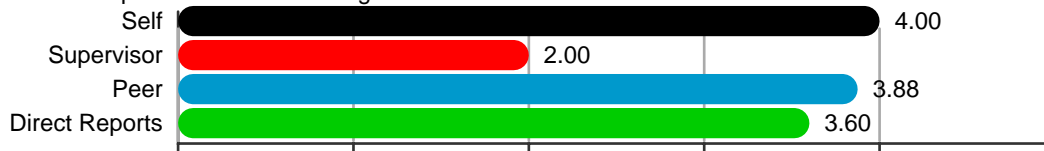
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- \_\_\_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_\_\_ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- \_\_\_\_\_ is very sharp and plays a vital role in this organization
- Sometimes I feel like I need to check on \_\_\_\_\_ and make sure that read an email/understands that I need his input on a project.

# Fiscal Management

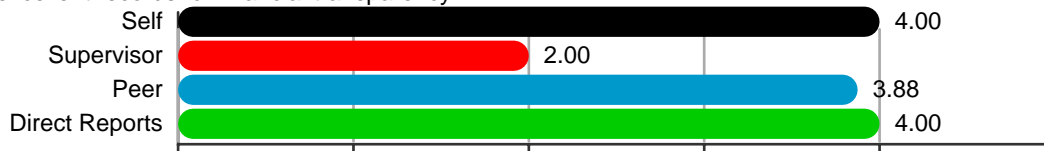
## Summary Scores



26. Develops of the department's annual budget.



27. Keeps excellent records for financial transparency.



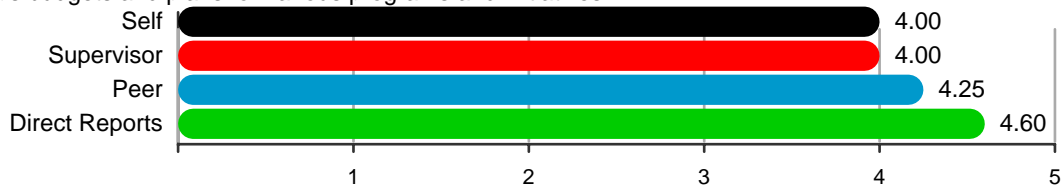
28. Ensures others follow the correct rules and regulations on fiscal matters.



29. Monitors expenses and verifies the need for items purchased.



30. Develops budgets and plans for various programs and initiatives.



## 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. Develops of the department's annual budget.	15	3.67	66.7	20%	13%	47%		20%
27. Keeps excellent records for financial transparency.	15	3.80	73.3	20%	7%	47%		27%
28. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.33	86.7	13%		40%		47%
29. Monitors expenses and verifies the need for items purchased.	15	4.67	100.0			33%		67%
30. Develops budgets and plans for various programs and initiatives.	15	4.33	100.0			67%		33%

### Comments:

- \_\_\_\_\_ treats all employees with respect and in a very professional manner.
- As \_\_\_\_\_ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- The few problems we have experienced during these changes is a reflection of \_\_\_\_\_'s leadership.

## 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?

- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- \_\_\_\_\_ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- \_\_\_\_\_ is an extremely competent leader and I am enjoying learning by his example.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- \_\_\_\_\_ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.

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

- He translated the creative thinking into real change and solution that advanced our department.
- \_\_\_\_\_ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- \_\_\_\_\_'s department has changed considerably over the last year, yet he still managed to serve his customers.
- \_\_\_\_\_ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- \_\_\_\_\_ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped \_\_\_\_\_ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- People come and go in this organization and I can say with no reservation that \_\_\_\_\_ is a colleague I will miss the most when he retires.

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

- \_\_\_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- \_\_\_\_\_ provides opportunities for his staff to grow professionally and encourages them.
- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- \_\_\_\_\_ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- \_\_\_\_\_ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- \_\_\_\_\_ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role

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

- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.
- He consistently helps us in problem solving a variety of issues.
- \_\_\_\_\_ is very knowledgeable, honest, and consistent in his leadership decisions.
- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them.



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

- Is a great teammate and valuable resource for the company. It is obvious he cares for the team
- \_\_\_\_\_ has done a remarkable job managing the department.
- He consistently conducts himself with professionalism and represents our unit well.
- \_\_\_\_\_ is an extremely effective leader.
- He is very supportive and easily approachable.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.

### Any final comments?

- Timeliness and accountability of projects.
- \_\_\_\_\_ is by far a leader in the service area.
- \_\_\_\_\_ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- He is beginning to reach out to the other managers more, and it is appreciated.
- Positive energy and a team player.
- He is effective and his knowledge of processes is invaluable.