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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.

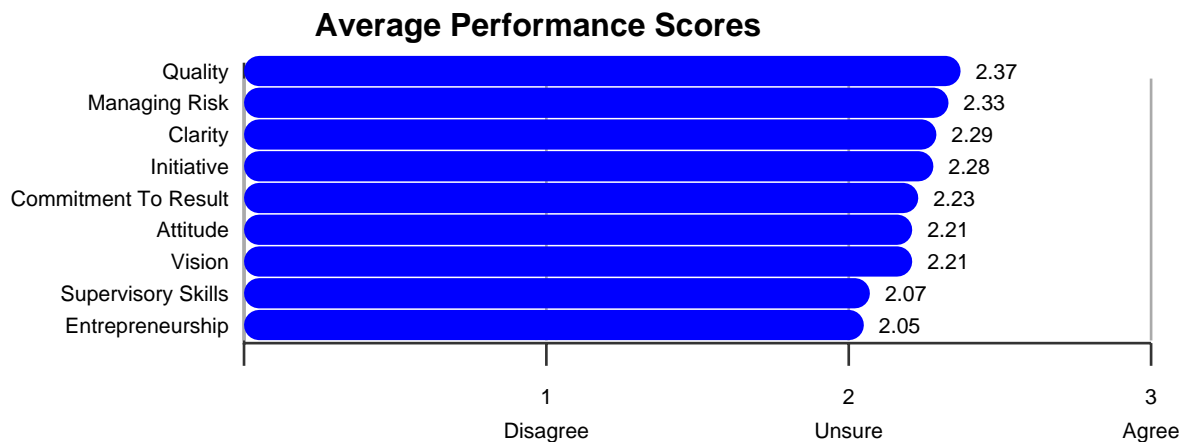
## What to Do with Your Feedback

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

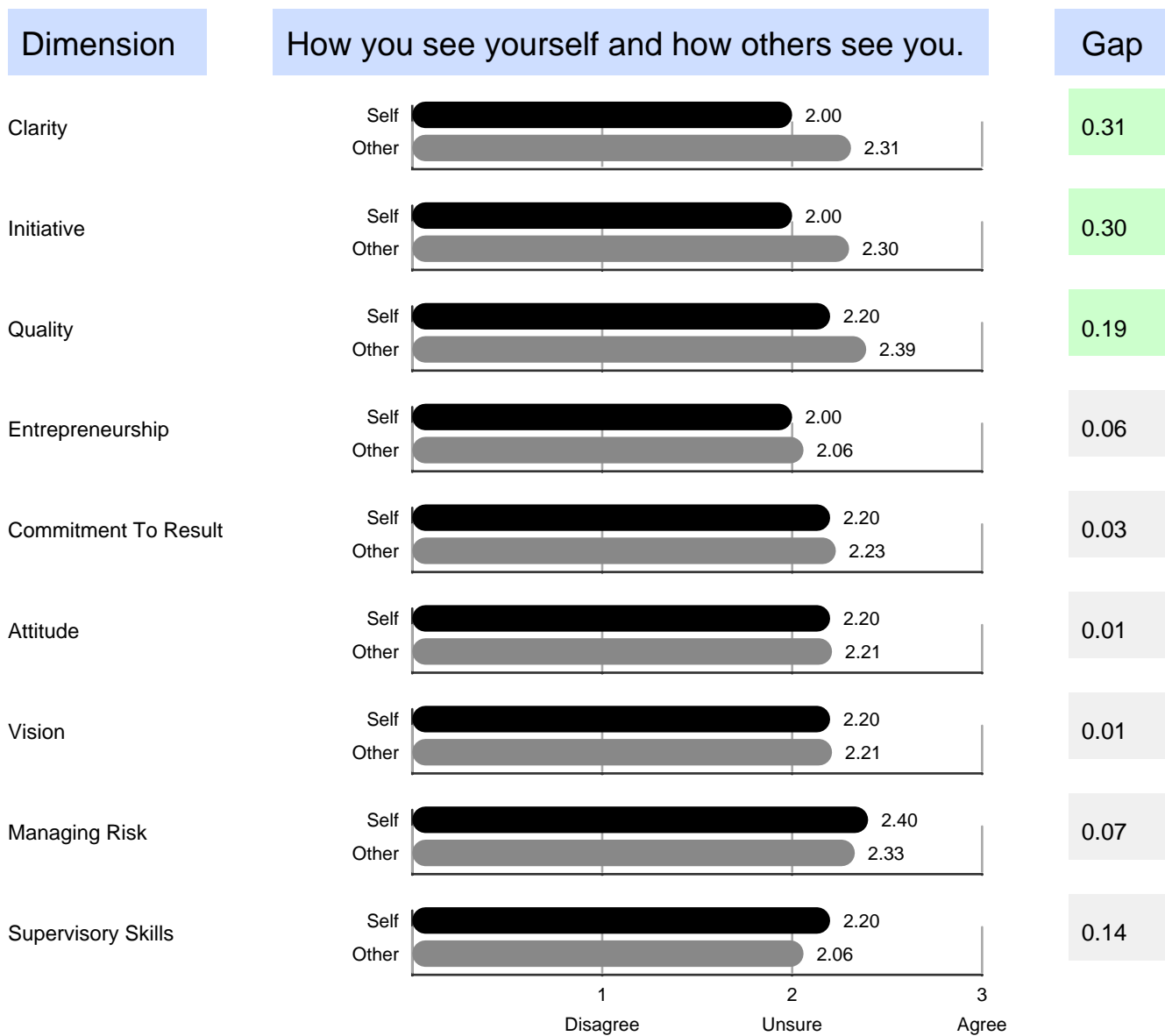
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



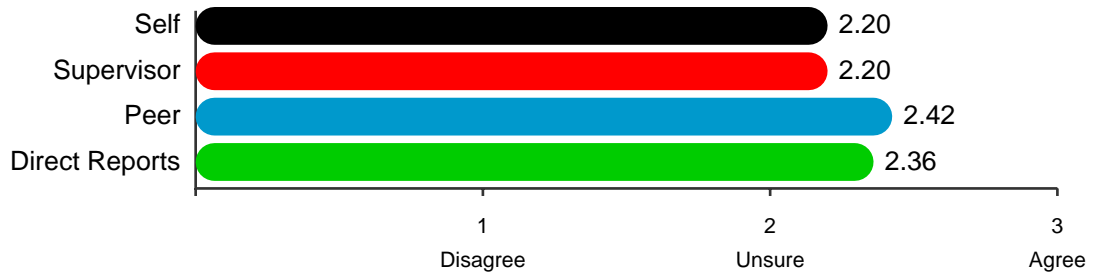
## Gap Analysis

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.



# Quality

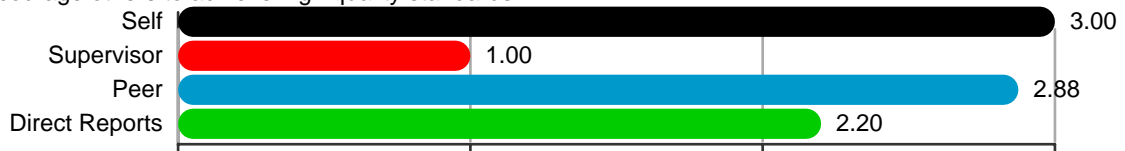
## Summary Scores



1. You analyze what occurred and re-adjusts accordingly when goals are not met.



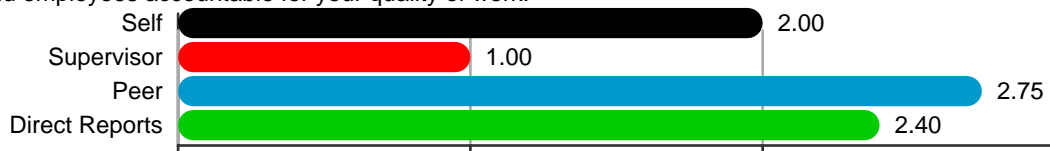
2. You encourage others to achieve high quality standards.



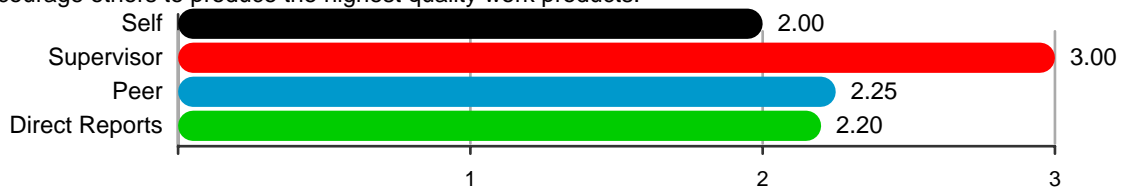
3. You always strive to produce the highest quality work products.



4. You hold employees accountable for your quality of work.



5. You encourage others to produce the highest quality work products.



## 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).

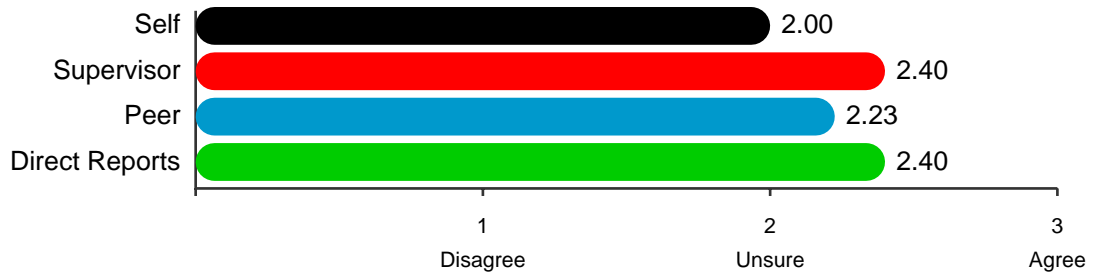
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.27	33.3	7%	60%	33%
2. You encourage others to achieve high quality standards.	15	2.53	73.3	20%	7%	73%
3. You always strive to produce the highest quality work products.	15	2.33	40.0	7%	53%	40%
4. You hold employees accountable for your quality of work.	15	2.47	53.3	7%	40%	53%
5. You encourage others to produce the highest quality work products.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- He can always be counted on to do what he commits to.
- He gives you confidence knowing he always has your back.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- \_\_\_\_\_ is able to problem solve very well.

# Initiative

## Summary Scores



6. I take on additional tasks without being asked or told to do so.



7. You are an inspiration for others to perform above expectations.



8. You go above and beyond the stated goals.



9. You are a self-starter. You do not wait to be told to do something.



10. You volunteer your time and effort toward the completion of important goals.



## 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
6. I take on additional tasks without being asked or told to do so.	15	2.13	33.3	20%	47%	33%
7. You are an inspiration for others to perform above expectations.	15	2.07	26.7	20%	53%	27%
8. You go above and beyond the stated goals.	15	2.33	40.0	7%	53%	40%
9. You are a self-starter. You do not wait to be told to do something.	15	2.40	53.3	13%	33%	53%
10. You volunteer your time and effort toward the completion of important goals.	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_\_\_ 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.
- \_\_\_\_\_ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- \_\_\_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- Has one of the strongest work ethics I've ever encountered in a team member.
- \_\_\_\_\_ leads by example in each of the areas noted above.
- Provides reinforcement and feedback within the context of the overall business strategy.

# Commitment To Result

## Summary Scores



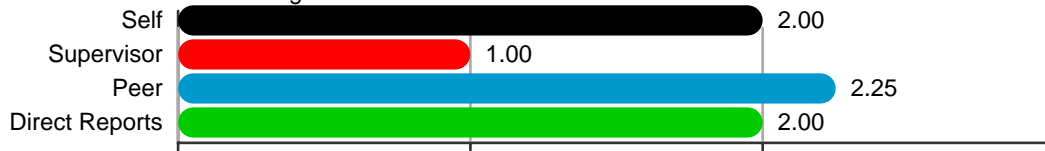
11. You are able to focus on a task even when working alone.



12. You create a sense of urgency among the store team members to complete activities, which drive sales.



13. You take immediate action toward goals.



14. You are committed to the team.



15. You are willing to do whatever it takes-not afraid to have to put in extra effort.





## 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).

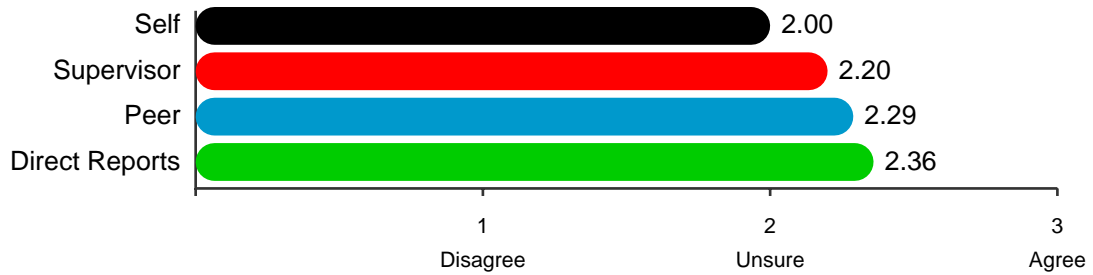
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You are able to focus on a task even when working alone.	15	2.33	40.0	7%	53%	40%
12. You create a sense of urgency among the store team members to complete activities, which drive sales.	15	2.07	20.0	13%	67%	20%
13. You take immediate action toward goals.	15	2.07	26.7	20%	53%	27%
14. You are committed to the team.	15	2.27	40.0	13%	47%	40%
15. You are willing to do whatever it takes-not afraid to have to put in extra effort.	14	2.43	50.0	7%	43%	50%

### Comments:

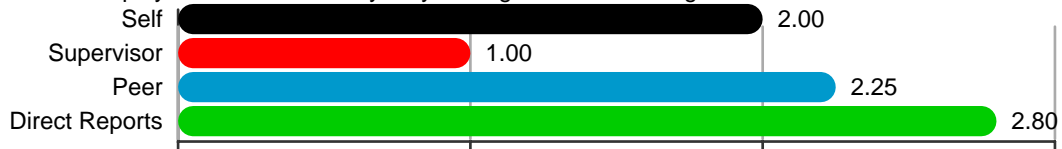
- On occasion \_\_\_\_\_'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- Appreciate \_\_\_\_\_'s calm approach
- I will always remember \_\_\_\_\_ as my first manager and be thankful he helped shape my first career.
- \_\_\_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- He is a team player and willing to help other departments and staff when needed.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.

# Clarity

## Summary Scores



16. You make sure employees understand why they were given certain assignments.



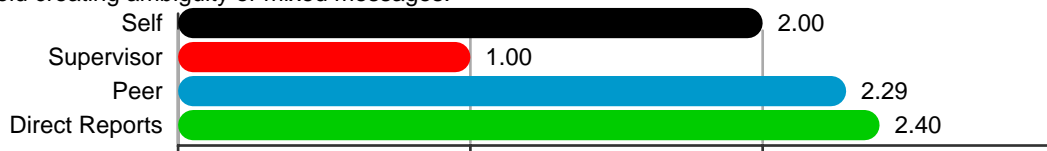
17. You attend to the important details of a job or task.



18. You avoid stating unclear or conflicting goals.



19. You avoid creating ambiguity or mixed messages.



20. You provide a clear vision for the future.



## 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. You make sure employees understand why they were given certain assignments.	15	2.33	46.7	13%	40%	47%
17. You attend to the important details of a job or task.	15	2.33	40.0	7%	53%	40%
18. You avoid stating unclear or conflicting goals.	14	2.00	14.3	14%	71%	14%
19. You avoid creating ambiguity or mixed messages.	14	2.21	42.9	21%	36%	43%
20. You provide a clear vision for the future.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_\_\_ is a true asset to [CompanyName].
- He is in an often times impossible position and is doing well all things considered
- \_\_\_\_\_ consistently asks how the day is going, if he can help us at all.
- He communicates clearly and responds to request without unnecessary delay.
- \_\_\_\_\_ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

# Managing Risk

## Summary Scores



21. You develop policies for risk management.



22. You attend risk management seminars and conferences.



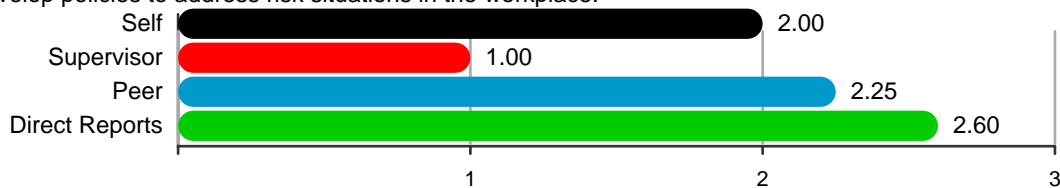
23. You are aware of process safety management.



24. You know how to obtain desired results with minimal losses.



25. You develop policies to address risk situations in the workplace.



## 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).

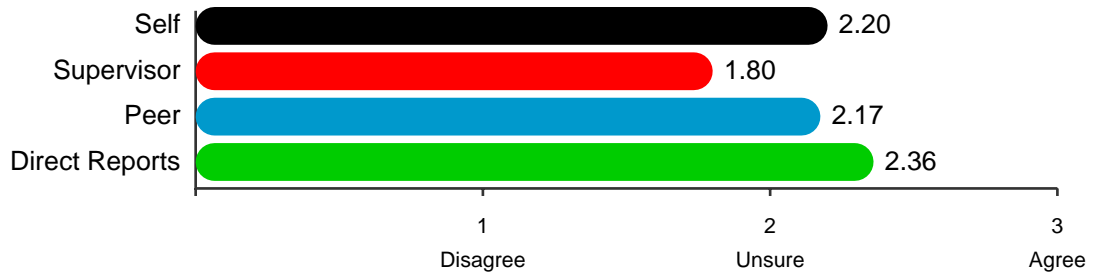
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. You develop policies for risk management.	15	2.60	66.7	7%	27%	67%
22. You attend risk management seminars and conferences.	15	2.33	40.0	7%	53%	40%
23. You are aware of process safety management.	15	2.07	20.0	13%	67%	20%
24. You know how to obtain desired results with minimal losses.	15	2.40	53.3	13%	33%	53%
25. You develop policies to address risk situations in the workplace.	15	2.27	53.3	27%	20%	53%

### Comments:

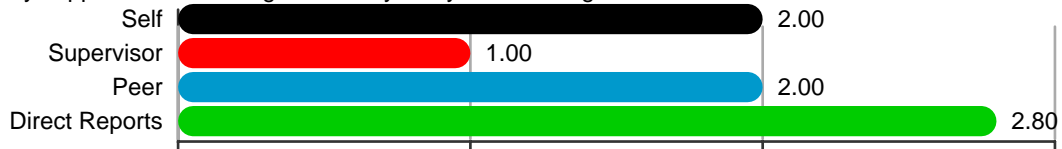
- He is also an excellent resource to other managers and will take the time to offer information and support.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- I envy his versatility in working with a wide variety of issues and topics.
- I am having a hard time evaluating the last four. \_\_\_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- \_\_\_\_\_ listens to his staff and delegates responsibilities as appropriate.
- \_\_\_\_\_ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.

# Attitude

## Summary Scores



26. You visibly support and encourages diversity in style and background.



27. You work to eliminate unnecessary work or barriers that get in others' way.



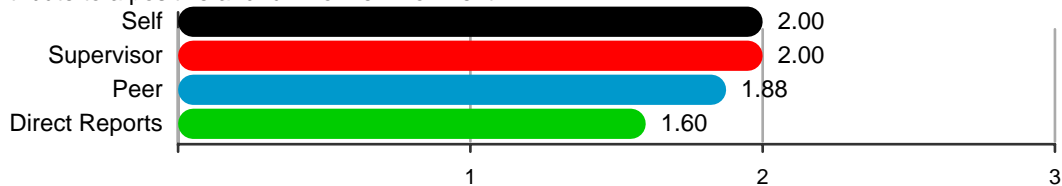
28. You contribute to a positive work environment.



29. You are gracious and professional in your interactions with others.



30. You contribute to a positive and fun work environment.



## 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).

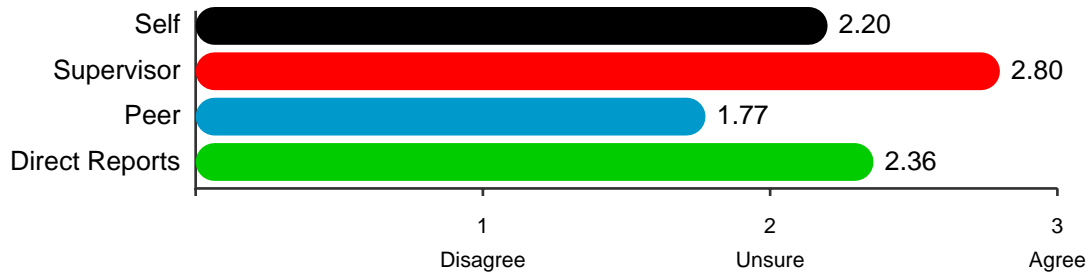
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You visibly support and encourages diversity in style and background.	15	2.20	33.3	13%	53%	33%
27. You work to eliminate unnecessary work or barriers that get in others' way.	15	2.00	26.7	27%	47%	27%
28. You contribute to a positive work environment.	15	2.47	53.3	7%	40%	53%
29. You are gracious and professional in your interactions with others.	15	2.60	60.0		40%	60%
30. You contribute to a positive and fun work environment.	15	1.80	13.3	33%	53%	13%

### Comments:

- I believe the team greatly values \_\_\_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- He consistently involves employees in shared decision making.
- \_\_\_\_\_ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- \_\_\_\_\_ is very approachable and ensures the best for all employees in the department.
- \_\_\_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.

# Supervisory Skills

## Summary Scores



31. I exemplify professionalism in the workplace.



32. I am effective in using rewards to help motivate employees.



33. I lead others through my commitment to the department.



34. I am effective in resolving conflicts to mutual satisfaction of the parties.



35. You delegate effectively.





## 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).

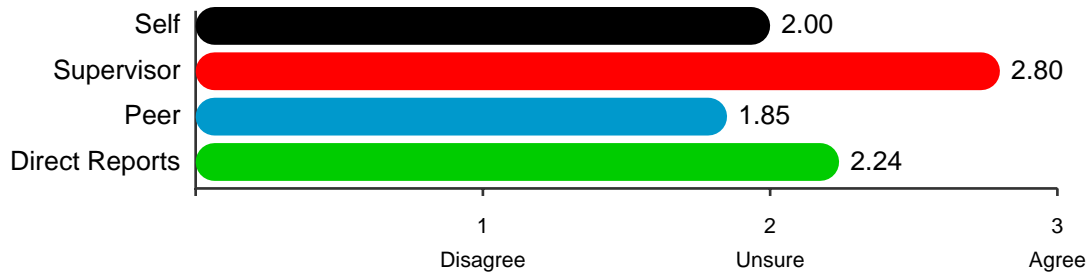
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. I exemplify professionalism in the workplace.	15	2.13	33.3	20%	47%	33%
32. I am effective in using rewards to help motivate employees.	15	2.13	33.3	20%	47%	33%
33. I lead others through my commitment to the department.	15	2.07	33.3	27%	40%	33%
34. I am effective in resolving conflicts to mutual satisfaction of the parties.	15	2.13	26.7	13%	60%	27%
35. You delegate effectively.	15	1.87	20.0	33%	47%	20%

### Comments:

- Having a routine for schedule and coming to office more frequently
- \_\_\_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- \_\_\_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- \_\_\_\_\_ treats all employees with respect and in a very professional manner.

# Entrepreneurship

## Summary Scores



36. You are excellent at managing relationships with stakeholders.



37. You find unique ways to go around barriers to success.



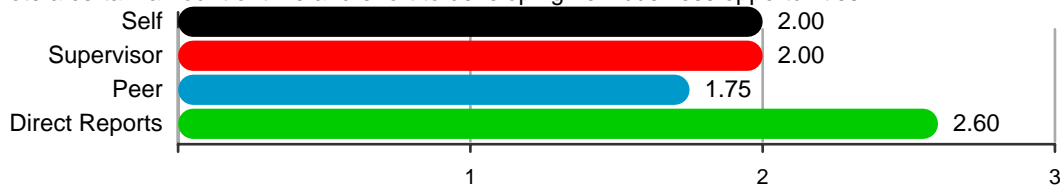
38. You are able to adapt the department to changing business demands and climate.



39. You seek and utilize mentors to help guide your professional development.



40. You devote a certain amount of time and effort to developing new business opportunities.



## 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).

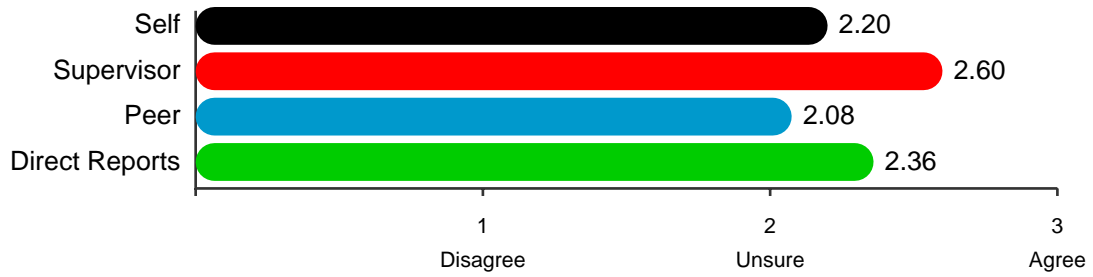
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You are excellent at managing relationships with stakeholders.	15	1.87	20.0	33%	47%	20%
37. You find unique ways to go around barriers to success.	15	1.93	13.3	20%	67%	13%
38. You are able to adapt the department to changing business demands and climate.	15	2.07	33.3	27%	40%	33%
39. You seek and utilize mentors to help guide your professional development.	15	2.33	33.3		67%	33%
40. You devote a certain amount of time and effort to developing new business opportunities.	15	2.07	33.3	27%	40%	33%

### Comments:

- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.
- \_\_\_\_\_ has supported me through some tough contract negotiations and he is the consummate professional.
- \_\_\_\_\_ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- Overall \_\_\_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- I would encourage \_\_\_\_\_ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.

# Vision

## Summary Scores



### 41. You demonstrate consistency between words and actions



### 42. You lead employees in new directions.



### 43. You behave in a way that is consistent with business values & code of conduct



### 44. You create a positive vision of the future for the Company.



### 45. You express the Company vision in a way that is easily understood and adopted by 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
41. You demonstrate consistency between words and actions	15	2.00	26.7	27%	47%	27%
42. You lead employees in new directions.	15	2.13	33.3	20%	47%	33%
43. You behave in a way that is consistent with business values & code of conduct	15	2.20	40.0	20%	40%	40%
44. You create a positive vision of the future for the Company.	15	2.20	26.7	7%	67%	27%
45. You express the Company vision in a way that is easily understood and adopted by employees.	15	2.53	60.0	7%	33%	60%

### Comments:

- I think \_\_\_\_\_ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- \_\_\_\_\_ is an extremely effective leader.
- \_\_\_\_\_ is organized and thorough.
- \_\_\_\_\_ is a great asset to our department. He is always available when issues arise & help is needed to solve problems.
- \_\_\_\_\_ is very approachable and always willing to listen.
- \_\_\_\_\_'s priority is our customers and community.

## 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?

- I garner ideas from his regularly and look to him as a mentor.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- Our organization is a better place because of his and his future focus.
- He has helped make me a better manager through his actions and follow through.
- \_\_\_\_\_'s goes above and beyond in the areas of Professional Growth and Professionalism.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.

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

- Great year of growth!
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- I sit back and listen to \_\_\_\_\_'s approach and communication skills and love to glean things from him.
- I think \_\_\_\_\_ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- I really enjoy his mentorship.

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

- 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.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- \_\_\_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- 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.
- \_\_\_\_\_ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. \_\_\_\_\_ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.

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

- \_\_\_\_\_ has been very supportive as a supervisor.
- One of the best supervisors that I have had.
- I cannot say if he challenges others.
- \_\_\_\_\_ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- I think we have a great team. \_\_\_\_\_ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- \_\_\_\_\_'s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.

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

- \_\_\_\_\_ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, he is able to listen and alter his approach for consideration to staff's views.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- \_\_\_\_\_ is a great leader and is committed to his role here at [CompanyName]!
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- \_\_\_\_\_ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.

### Any final comments?

- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- \_\_\_\_\_ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- \_\_\_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- \_\_\_\_\_ sets high standards for those he works with and expects the same of herself.
- He is becoming more comfortable to deliver critical feedback.