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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.

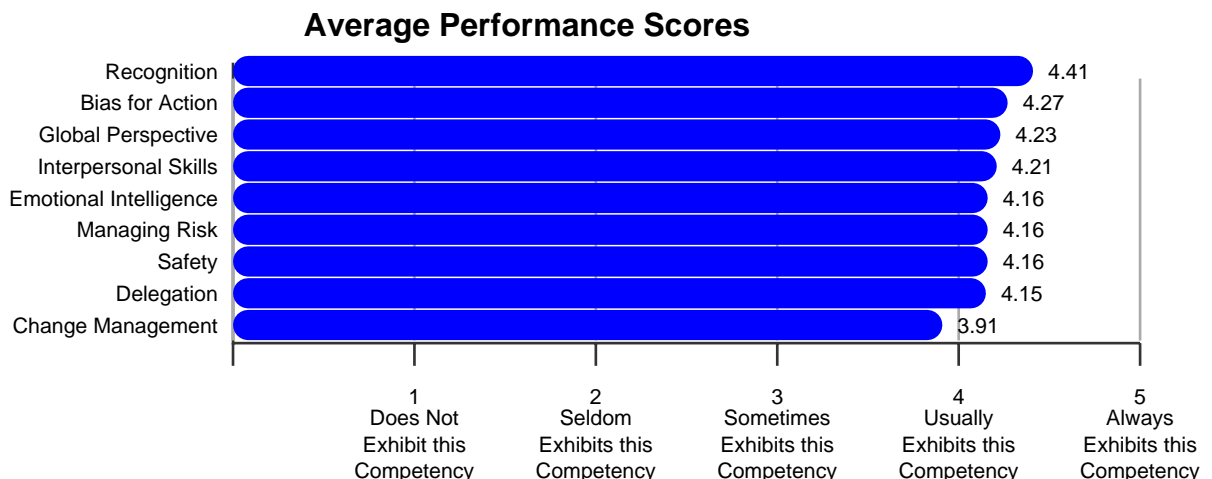
## What to Do with Your Feedback

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.



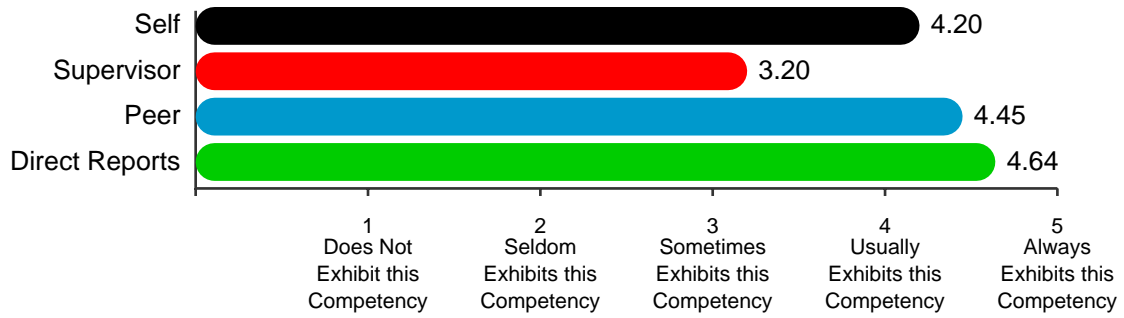
# Gap Analysis

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.



# Recognition

## Summary Scores



1. Offers recognition in a timely manner.



2. Recognizes the abilities and skills of self and others



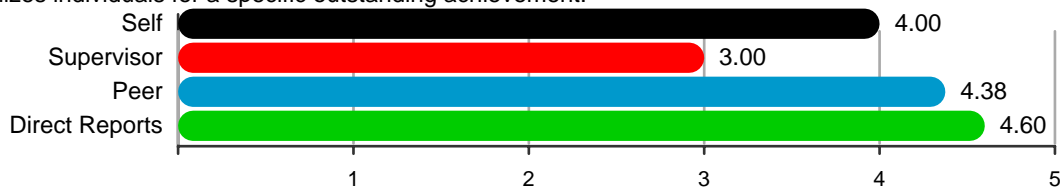
3. Is sincerely interested in the suggestions of co-workers



4. Says "thank you" to show appreciation for work of others.



5. Recognizes individuals for a specific outstanding achievement.



## 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).

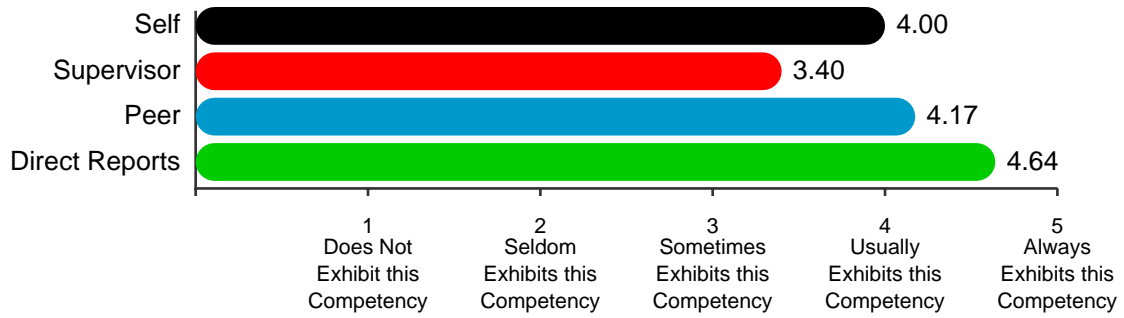
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Offers recognition in a timely manner.	15	4.20	93.3	7%		67%		27%
2. Recognizes the abilities and skills of self and others	15	4.87	100.0	13%		87%		
3. Is sincerely interested in the suggestions of co-workers	15	4.27	93.3	7%		60%		33%
4. Says "thank you" to show appreciation for work of others.	15	4.40	86.7	13%	33%		53%	
5. Recognizes individuals for a specific outstanding achievement.	15	4.33	93.3	7%		53%		40%

### Comments:

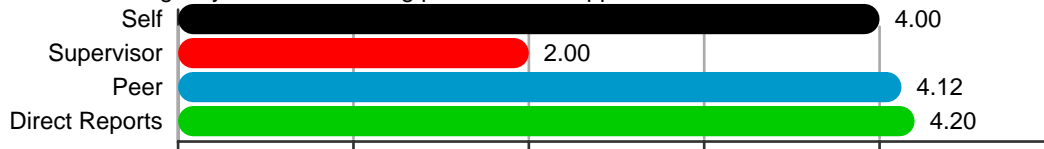
- I enjoyed working with \_\_\_ on the project and thought that the Rx team involves were strong partners.
- She strives for self improvement and is heavily invested in the same for others.
- I believe \_\_\_ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with \_\_\_ and I appreciate her style and understanding and support of the work that I do.
- Sometimes \_\_\_'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- It's been great working with her.
- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.

# Bias for Action

## Summary Scores



### 6. Conveys a sense of urgency about addressing problems and opportunities



### 7. Seeks and utilizes opportunities for continuous learning and self-development.



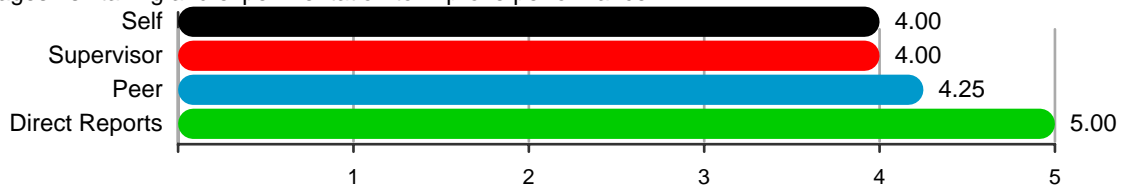
### 8. Motivates others to achieve or exceed goals



### 9. Completes a large volume of work.



### 10. Encourages risk taking and experimentation to improve performance



## Level of Skill

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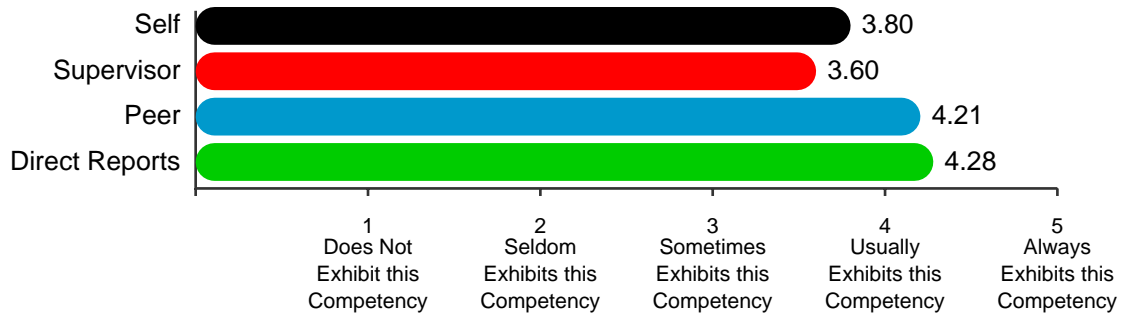
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Conveys a sense of urgency about addressing problems and opportunities	15	4.00	80.0	7%	13%	53%	27%	
7. Seeks and utilizes opportunities for continuous learning and self-development.	15	4.07	80.0		20%	53%	27%	
8. Motivates others to achieve or exceed goals	15	4.33	93.3	7%	47%		47%	
9. Completes a large volume of work.	15	4.47	93.3	7%	40%		53%	
10. Encourages risk taking and experimentation to improve performance	15	4.47	93.3	7%	40%		53%	

### Comments:

- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- She is a team player and willing to help other departments and staff when needed.
- She has consistently been a strong advocate for me and my team.
- She has positive energy, leads by example, and cares about teammates.

# Emotional Intelligence

## Summary Scores



11. Is attentive to emotional cues and interprets others' feelings correctly.



12. Is able to express themselves clearly.



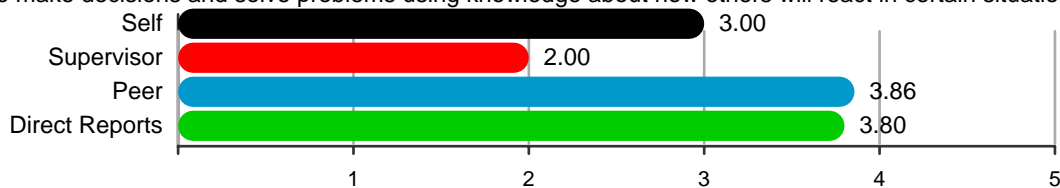
13. Is able to control their own emotions.



14. Able to understand others' points of view.



15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.





## Level of Skill

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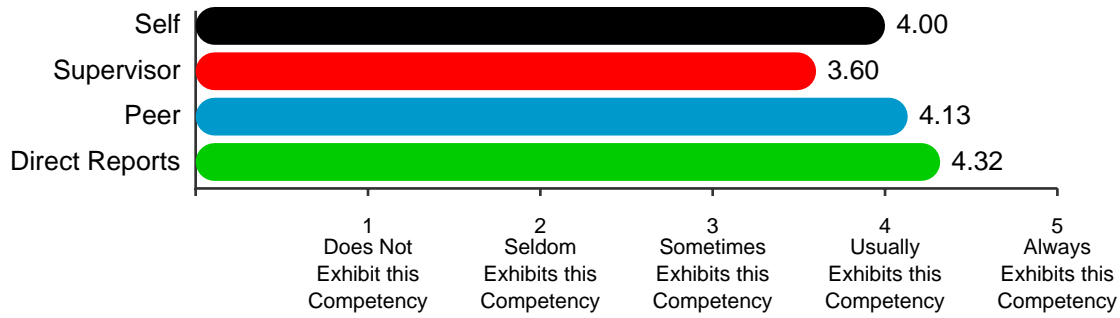
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.60	100.0			40%	60%	
12. Is able to express themselves clearly.	15	4.27	100.0			73%	27%	
13. Is able to control their own emotions.	15	4.33	100.0			67%	33%	
14. Able to understand others' points of view.	15	3.93	73.3	27%		53%	20%	
15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	3.64	57.1	14%	29%	36%	21%	

### Comments:

- She provides essential data in order to help explain decisions.
- I enjoyed working with \_\_\_ on the project and thought that the Rx team involves were strong partners.
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- She is decisive about budgets, emergency preparedness, and safety.
- She encourages teammates more as a peer than a coach.
- I feel \_\_\_ always has the customer's best interest at heart.

# Delegation

## Summary Scores



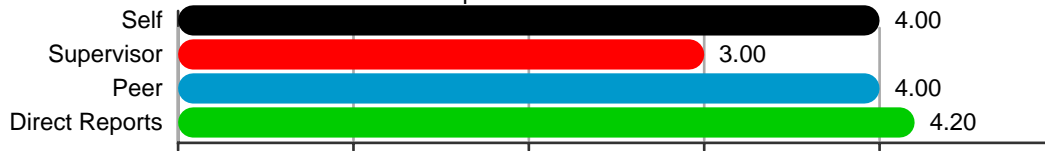
16. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



17. Sets clear and reasonable expectations for others and follows through on their progress.



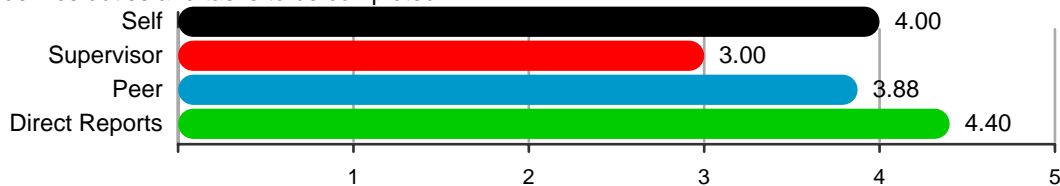
18. Allows subordinates to use their own methods and procedures.



19. Assigns tasks to create learning opportunities for the employees.



20. Clearly defines duties and tasks to be completed.



## Level of Skill

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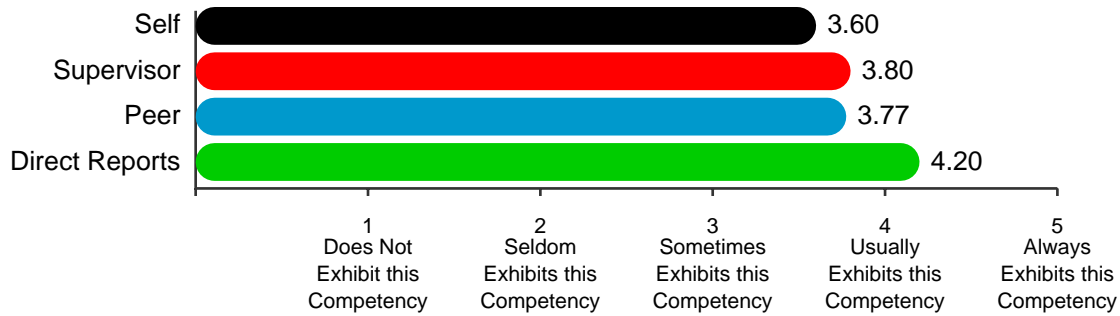
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.33	86.7	13%	40%	47%		
17. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.27	93.3	7%	60%	33%		
18. Allows subordinates to use their own methods and procedures.	14	4.00	92.9	7%	86%	7%		
19. Assigns tasks to create learning opportunities for the employees.	14	4.14	85.7	7%	7%	50%	36%	
20. Clearly defines duties and tasks to be completed.	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- \_\_\_ is a strong leader and passionate about her customers, staff and safety.
- \_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- \_\_\_ 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.
- \_\_\_ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- She values our feedback and takes our recommendations seriously.
- 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.

# Change Management

## Summary Scores



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



22. Adopts changes to set and example for others to follow.



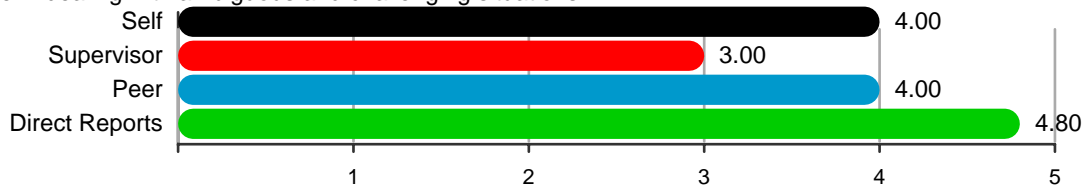
23. Effective in implementing new organizational vision and values.



24. Addresses organizational and departmental resistance to changes.



25. Effective in dealing with ambiguous and challenging situations.



## Level of Skill

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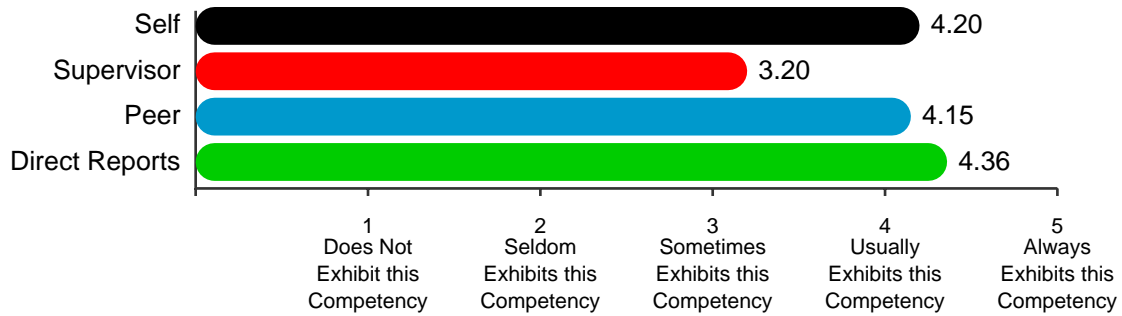
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Supports new initiatives for organizational changes to improve effectiveness.	15	4.00	66.7	13%	20%	20%	47%	
22. Adopts changes to set and example for others to follow.	15	3.47	53.3	13%	33%	47%	7%	
23. Effective in implementing new organizational vision and values.	15	3.60	66.7	13%	20%	60%	7%	
24. Addresses organizational and departmental resistance to changes.	15	4.27	86.7	7%	7%	40%	47%	
25. Effective in dealing with ambiguous and challenging situations.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

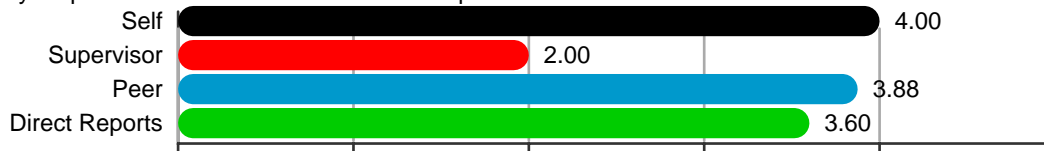
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- \_\_\_ has excellent job and people skills.
- Look up collaboration and you'll find \_\_\_'s picture beside the word.
- She is quick to remind others, when needed why we are really here.
- She is smart, quick, compassionate, and thorough.
- \_\_\_ has made great strides with increasing communication and teamwork within her reports.

# Managing Risk

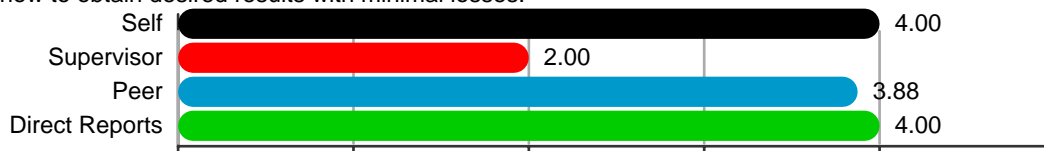
## Summary Scores



26. Effectively responds to critical situations to reduce potential for losses.



27. Knows how to obtain desired results with minimal losses.



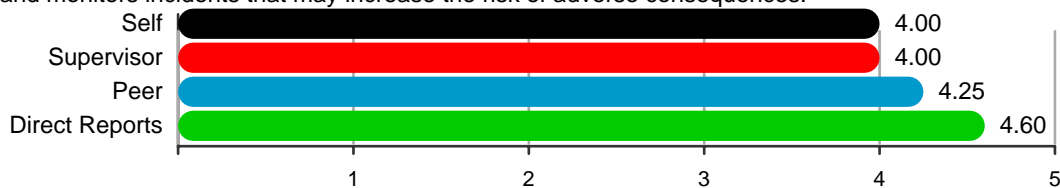
28. Develops policies for risk management.



29. Aware of appropriate actions to minimize risks.



30. Tracks and monitors incidents that may increase the risk of adverse consequences.



## Level of Skill

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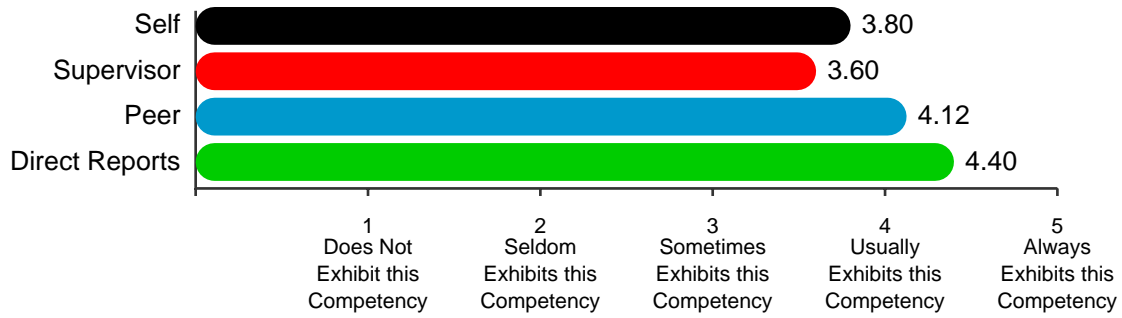
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Effectively responds to critical situations to reduce potential for losses.	15	3.67	66.7	20%	13%	47%	20%	
27. Knows how to obtain desired results with minimal losses.	15	3.80	73.3	20%	7%	47%	27%	
28. Develops policies for risk management.	15	4.33	86.7		13%	40%	47%	
29. Aware of appropriate actions to minimize risks.	15	4.67	100.0		33%	67%		
30. Tracks and monitors incidents that may increase the risk of adverse consequences.	15	4.33	100.0		67%	33%		

### Comments:

- \_\_\_ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Could be more self-aware of impact on other team members
- 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.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- She is well respected.

# Safety

## Summary Scores



### 31. Supports safety programs and procedures.



### 32. Works to implement corrective safety measures.



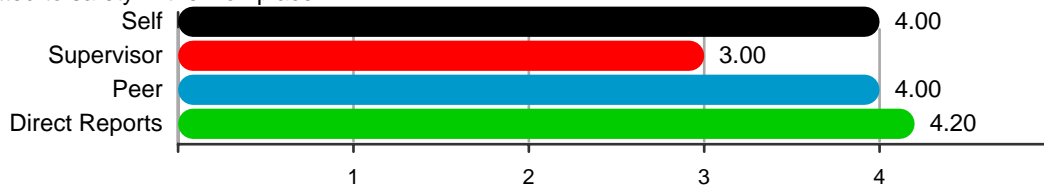
### 33. Develops a culture of safety.



### 34. Is aware of OSHA safety guidelines.



### 35. Committed to safety in the workplace.





### Level of Skill

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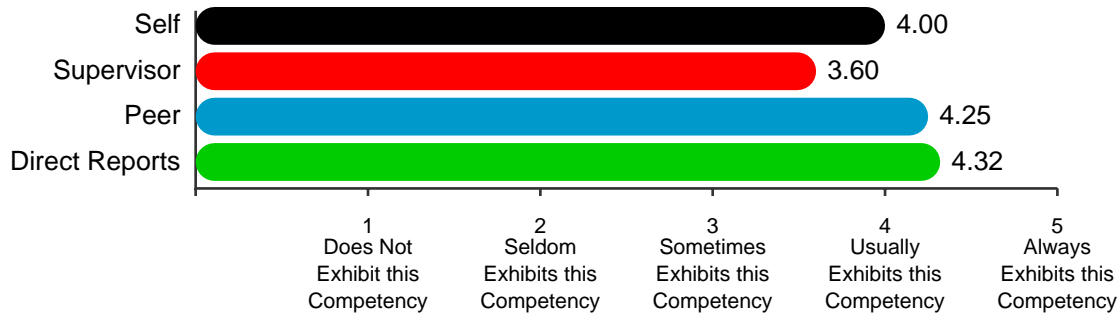
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Supports safety programs and procedures.	15	4.07	80.0	20%		53%		27%
32. Works to implement corrective safety measures.	15	4.47	100.0			53%		47%
33. Develops a culture of safety.	15	4.13	80.0	20%		47%		33%
34. Is aware of OSHA safety guidelines.	15	4.13	86.7	13%		60%		27%
35. Committed to safety in the workplace.	15	4.00	80.0	20%		60%		20%

Comments:

- \_\_\_ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- \_\_\_ is an excellent Director.
- \_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.
- \_\_\_ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- She communicates clearly and responds to request without unnecessary delay.

# Interpersonal Skills

## Summary Scores



### 36. Builds a strong rapport with co-workers.



### 37. Demonstrates compassion and understanding of others.



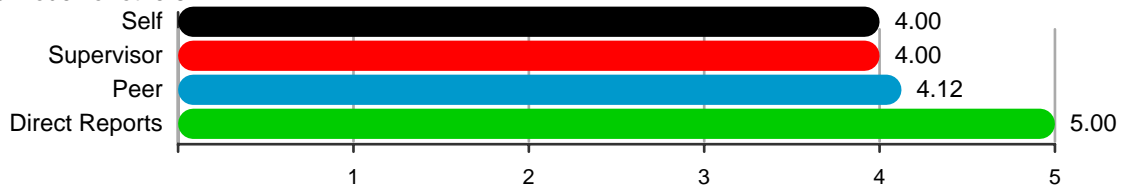
### 38. Values the opinions of others.



### 39. Uses knowledge and charisma rather than position, power, or coercion to influence others



### 40. Is a role model for others



## Level of Skill

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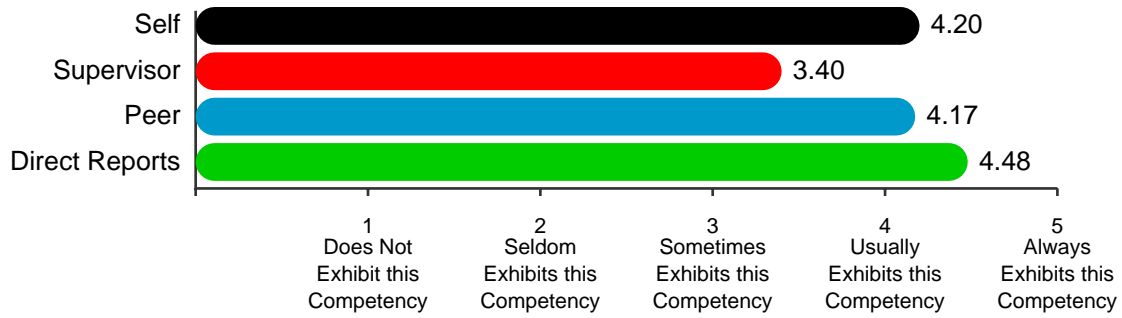
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Builds a strong rapport with co-workers.	15	4.33	100.0			67%		33%
37. Demonstrates compassion and understanding of others.	15	3.93	80.0	13%	7%		53%	27%
38. Values the opinions of others.	15	4.27	86.7			13%	47%	40%
39. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.13	86.7			13%	60%	27%
40. Is a role model for others	15	4.40	93.3			7%	47%	47%

### Comments:

- Despite the fact that \_\_\_ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- Communication to staff has greatly improved.
- Provide more frequent development feedback.
- She always involves others in decisions ensuring a well rounded approach.

# Global Perspective

## Summary Scores



41. Sets the example for team on importance of cultural awareness.



42. Communicates effectively on a multi-lingual basis.



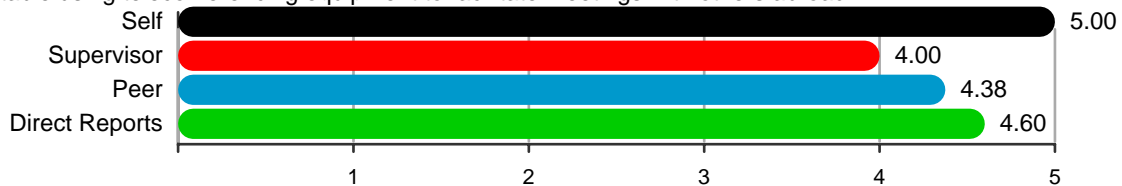
43. Volunteers for experiences and assignments abroad.



44. Able to work with others from different cultures and countries.



45. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.



## 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. Sets the example for team on importance of cultural awareness.	15	4.33	93.3	7%		53%	40%	
42. Communicates effectively on a multi-lingual basis.	15	4.20	80.0	20%		40%	40%	
43. Volunteers for experiences and assignments abroad.	15	4.13	86.7	13%		60%	27%	
44. Able to work with others from different cultures and countries.	15	4.00	86.7	13%		73%		13%
45. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.47	93.3	7%		40%	53%	

### Comments:

- I love how she is always open to approach with any questions I have, no matter the hour.
- \_\_\_'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_ is trying to communicate with them, I also understand why \_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_ does a good job.
- One of the things I appreciate about \_\_\_ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- \_\_\_ is very approachable. She is able to get people to follow through and engage in their daily work.
- \_\_\_ is approachable and professional in her interaction with staff and with customers.

## 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?

- \_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- \_\_\_ 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.
- \_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- Provides reinforcement and feedback within the context of the overall business strategy.
- She is trustworthy, dependable, positive attitude, and team focused.
- \_\_\_ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.

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

- Her years of experience and wisdom are generously shared and appreciated.
- \_\_\_ is someone I feel I can talk to about any problem or situation and I value her opinion.
- \_\_\_ is a strong leader & mentor.
- \_\_\_ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- \_\_\_ collaborates well with other departments and managers.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

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

- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_ has done with this but needs to be addressed and improved.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- \_\_\_ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- She is a great mentor and coach. I look forward to working with \_\_\_ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- Although I have only reported to \_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- \_\_\_ is an extremely effective leader.

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

- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- \_\_\_ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- \_\_\_ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- I believe \_\_\_ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with \_\_\_ and I appreciate her style and understanding and support of the work that I do.
- \_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.

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

- It shows that \_\_\_ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- \_\_\_ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- Each member feels they are a part of the team and knows their contribution is valued.
- \_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- \_\_\_ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.

### Any final comments?

- \_\_\_ exemplifies outstanding professionalism.
- Seek and provide critical feedback.
- she understands where our opportunities for savings in the employee benefits plan may be.
- We are very blessed to have \_\_\_ for our manager! Best one we've EVER had. We appreciate her very much.
- I feel as though \_\_\_ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- I feel that we would not be such a great place if it wasn't for \_\_\_\_. \_\_\_ is the best!!!!!!