



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.

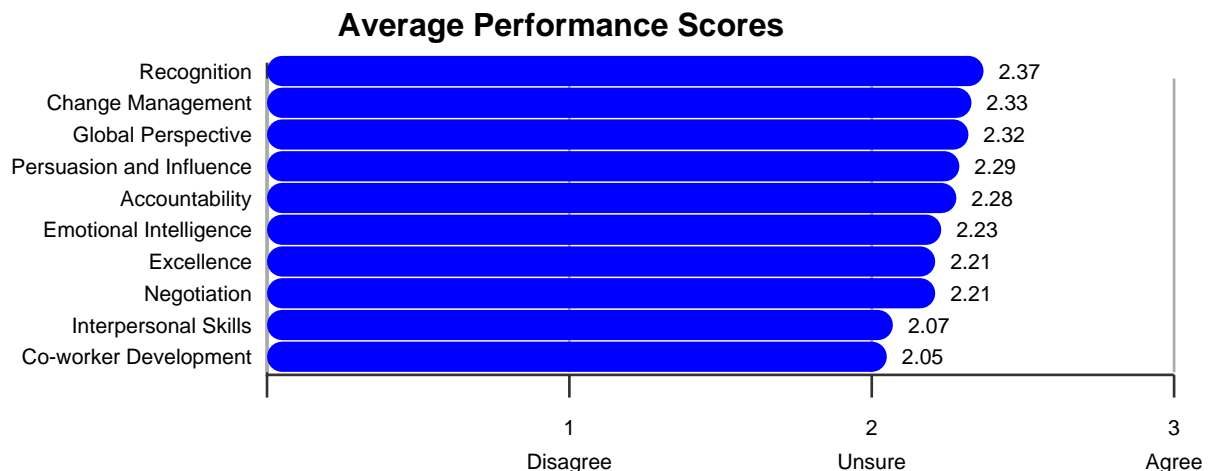
What to Do with Your Feedback

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

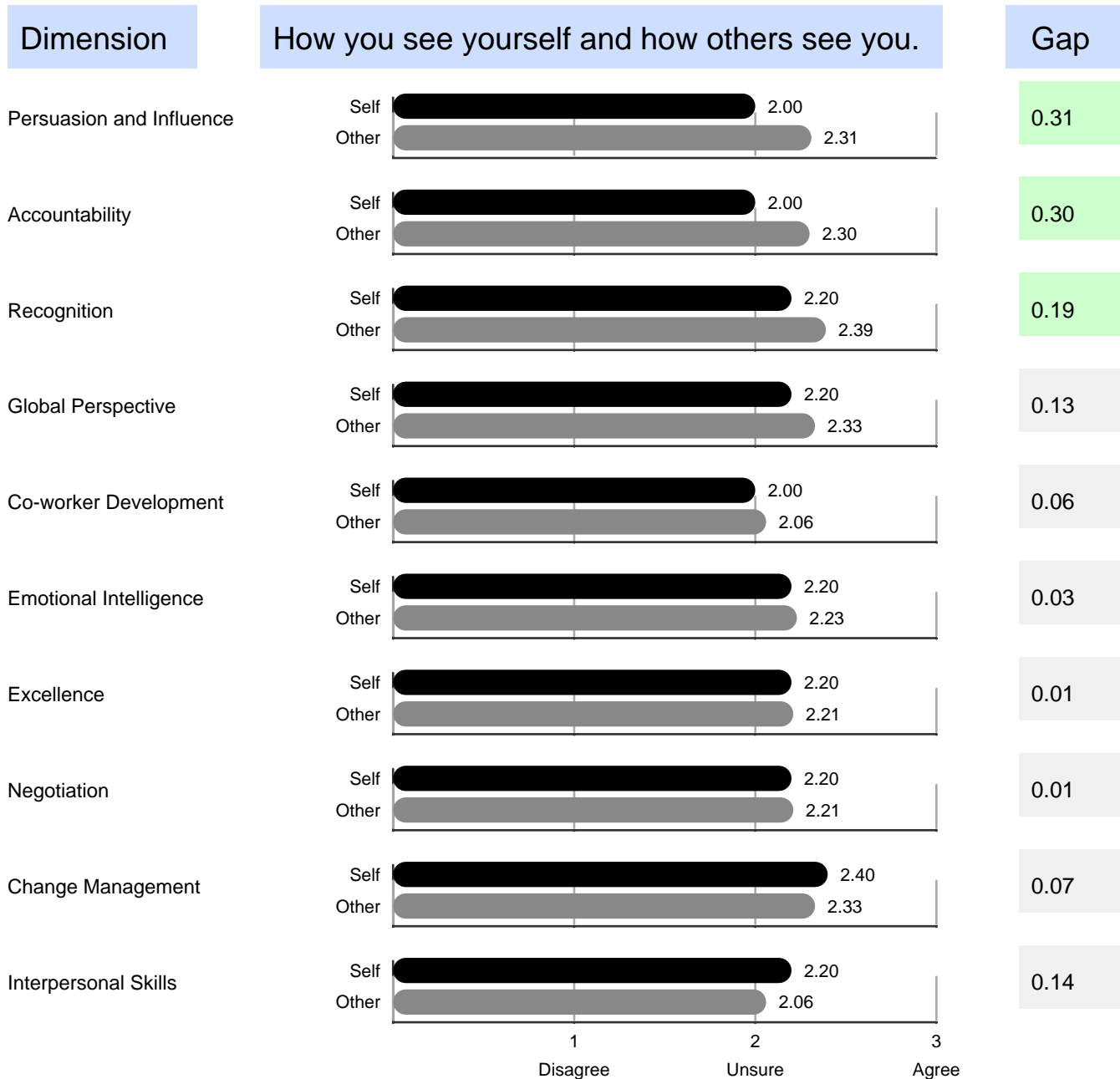
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Recognition

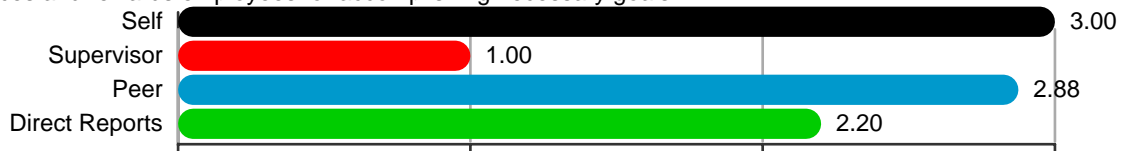
Summary Scores



1. Recognizes individuals for a specific outstanding achievement.



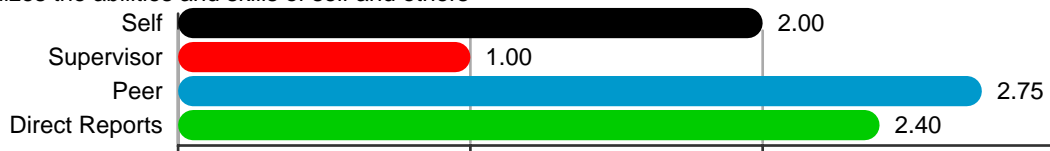
2. Reinforces and rewards employees for accomplishing necessary goals.



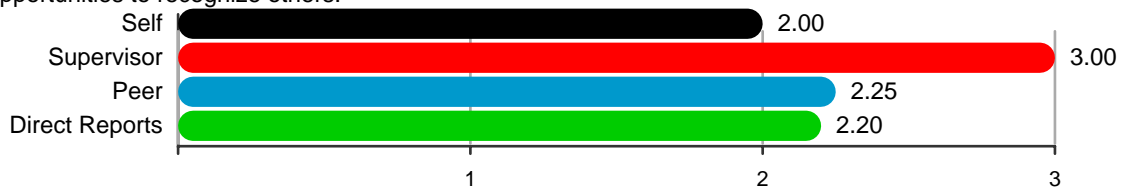
3. Says "thank you" to show appreciation for work of others.



4. Recognizes the abilities and skills of self and others



5. 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Recognizes individuals for a specific outstanding achievement.	15	2.27	33.3	7%	60%	33%
2. Reinforces and rewards employees for accomplishing necessary goals.	15	2.53	73.3	20%	7%	73%
3. Says "thank you" to show appreciation for work of others.	15	2.33	40.0	7%	53%	40%
4. Recognizes the abilities and skills of self and others	15	2.47	53.3	7%	40%	53%
5. Finds opportunities to recognize others.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- He communicates clearly and responds to request without unnecessary delay.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.

Accountability

Summary Scores



6. Keeps their word and does what they say they will do.



7. Creates a consistent process for prioritizing work.



8. Keeps supervisor informed of recent events.



9. Defines roles, rights, and responsibilities of employees.



10. Acts like an owner when they make decisions.



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. Keeps their word and does what they say they will do.	15	2.13	33.3	20%	47%	33%
7. Creates a consistent process for prioritizing work.	15	2.07	26.7	20%	53%	27%
8. Keeps supervisor informed of recent events.	15	2.33	40.0	7%	53%	40%
9. Defines roles, rights, and responsibilities of employees.	15	2.40	53.3	13%	33%	53%
10. Acts like an owner when they make decisions.	15	2.47	60.0	13%	27%	60%

Comments:

- He leads by example, not reputation.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- _____ has great communication skills and is a dependable member of the team.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

Emotional Intelligence

Summary Scores



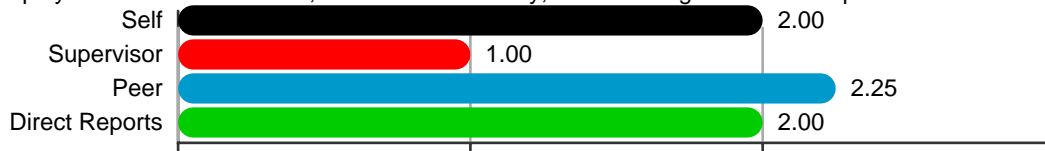
11. Able to understand others' points of view.



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



13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



14. Is able to express themselves clearly.



15. Is able to manage their own emotions.



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).

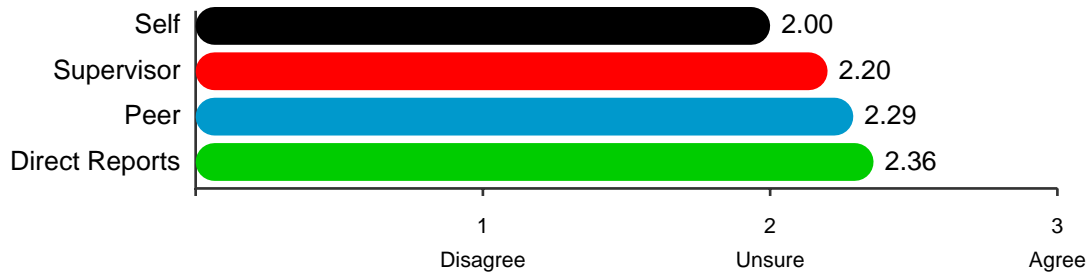
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Able to understand others' points of view.	15	2.33	40.0	7%	53%	40%
12. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.07	20.0	13%	67%	20%
13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.07	26.7	20%	53%	27%
14. Is able to express themselves clearly.	15	2.27	40.0	13%	47%	40%
15. Is able to manage their own emotions.	14	2.43	50.0	7%	43%	50%

Comments:

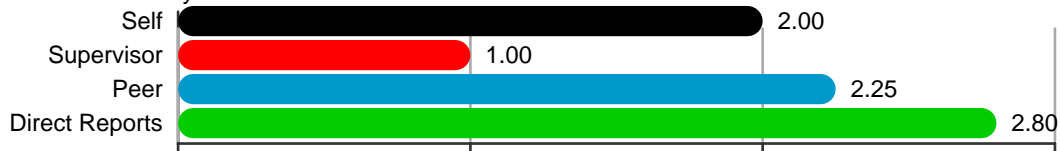
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- _____ has improved with his follow-up assignments from meetings.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.

Persuasion and Influence

Summary Scores



16. Communicates effectively with others.



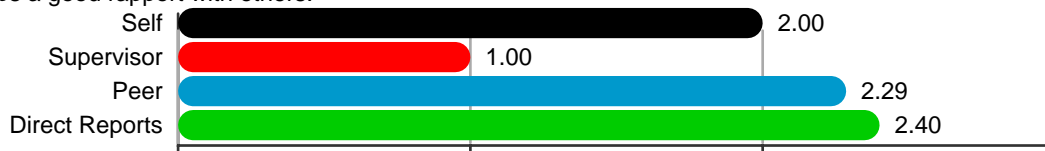
17. Able to express own goals and needs.



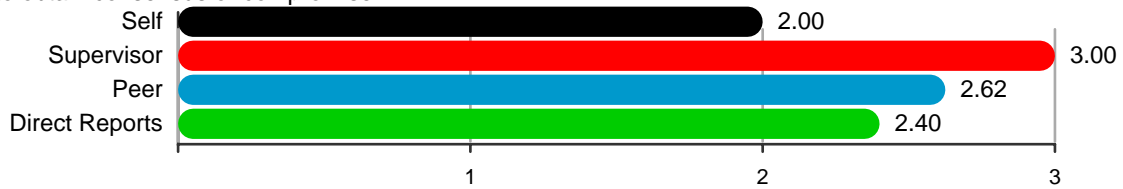
18. Understanding what others need.



19. Develops a good rapport with others.



20. Seeks to obtain consensus or compromise.



Level of Skill

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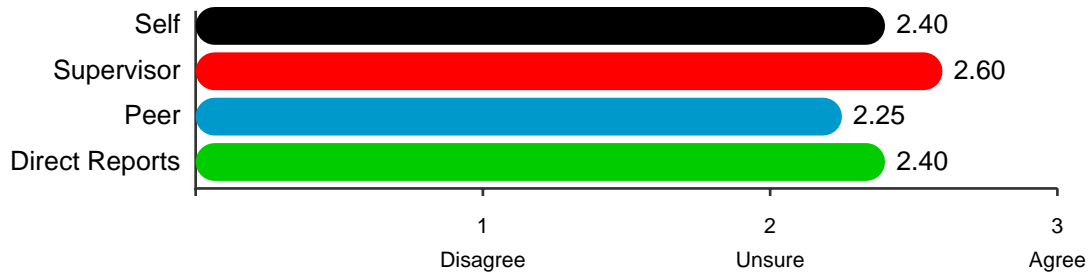
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Communicates effectively with others.	15	2.33	46.7	13%	40%	47%
17. Able to express own goals and needs.	15	2.33	40.0	7%	53%	40%
18. Understanding what others need.	14	2.00	14.3	14%	71%	14%
19. Develops a good rapport with others.	14	2.21	42.9	21%	36%	43%
20. Seeks to obtain consensus or compromise.	15	2.53	60.0	7%	33%	60%

Comments:

- More opportunities to share knowledge with the team.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- Increase in confidence. Being willing to lean into the uncomfortable.
- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.

Change Management

Summary Scores



21. Supports the Company's efforts to implement changes.



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



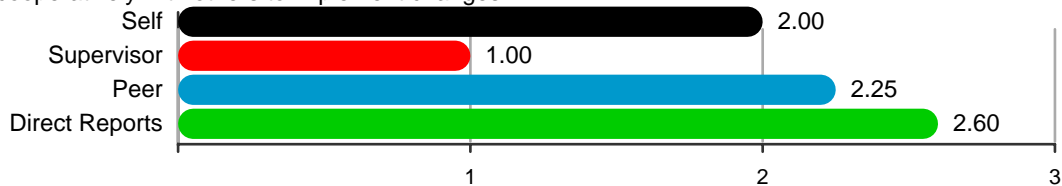
23. Addresses organizational and departmental resistance to changes.



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



25. Works cooperatively with others to implement changes.



Level of Skill

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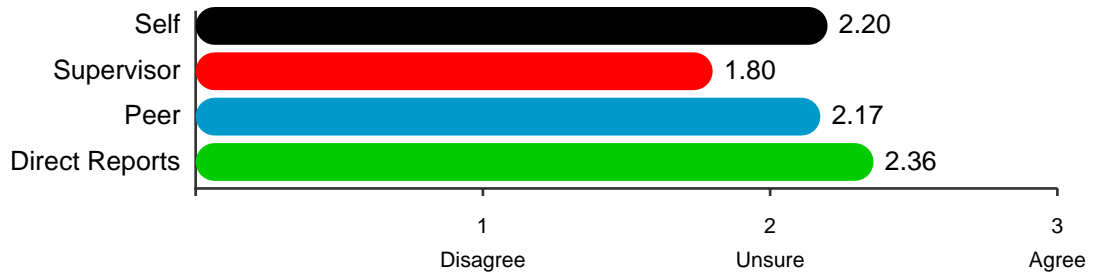
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Supports the Company's efforts to implement changes.	15	2.60	66.7	7%	27%	67%
22. Adopts changes to set and example for others to follow.	15	2.33	40.0	7%	53%	40%
23. Addresses organizational and departmental resistance to changes.	15	2.07	20.0	13%	67%	20%
24. Supports new initiatives for organizational changes to improve effectiveness.	15	2.40	53.3	13%	33%	53%
25. Works cooperatively with others to implement changes.	15	2.27	53.3	27%	20%	53%

Comments:

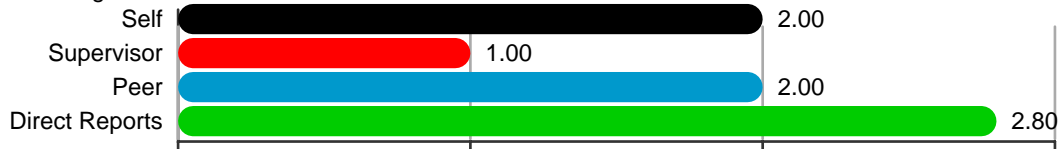
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- He recognized where I needed help and supported me in making the case to get it.
- 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.

Excellence

Summary Scores



26. Is planful and organized.



27. Takes a lot of pride in their work.



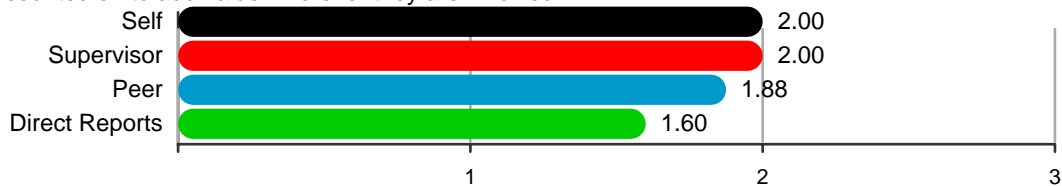
28. Keeps themselves and others focused on constant improvement.



29. Demonstrates the analytical skills to do their job.



30. Can be counted on to add value wherever they are involved.



Level of Skill

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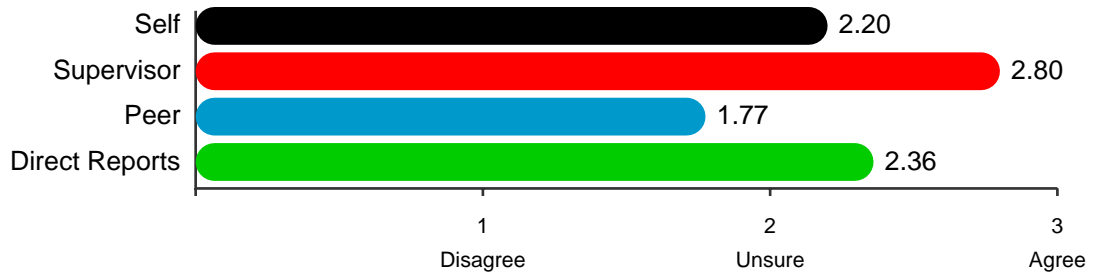
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Is planful and organized.	15	2.20	33.3	13%	53%	33%
27. Takes a lot of pride in their work.	15	2.00	26.7	27%	47%	27%
28. Keeps themselves and others focused on constant improvement.	15	2.47	53.3	7%	40%	53%
29. Demonstrates the analytical skills to do their job.	15	2.60	60.0		40%	60%
30. Can be counted on to add value wherever they are involved.	15	1.80	13.3	33%	53%	13%

Comments:

- He works diligently with our supplier to ensure the inventory is cost effective.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- _____ has been very supportive for me in my new role as technical specialist. He has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- _____ is an excellent Director.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

Interpersonal Skills

Summary Scores



31. Values the opinions of others.



32. Effectively manages conflicts by dealing with them directly and immediately



33. Is trusted by peers and co-workers; others are willing to confide in him/her



34. Adapts management style to meet the needs of the individual or situation.



35. Expresses appreciation of other's 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 (Disagree) to green (Agree).

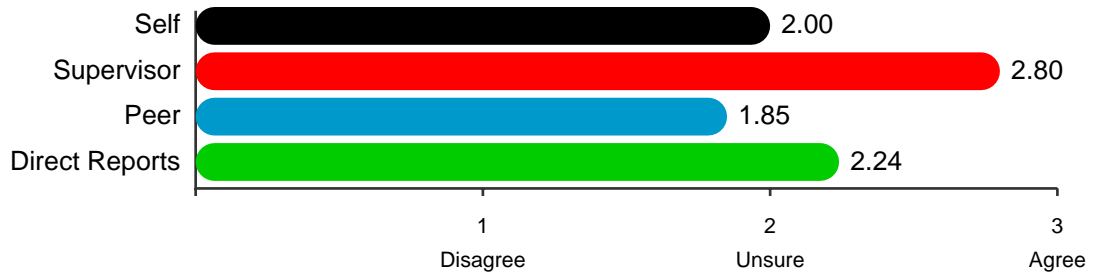
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Values the opinions of others.	15	2.13	33.3	20%	47%	33%
32. Effectively manages conflicts by dealing with them directly and immediately	15	2.13	33.3	20%	47%	33%
33. Is trusted by peers and co-workers; others are willing to confide in him/her	15	2.07	33.3	27%	40%	33%
34. Adapts management style to meet the needs of the individual or situation.	15	2.13	26.7	13%	60%	27%
35. Expresses appreciation of other's work.	15	1.87	20.0	33%	47%	20%

Comments:

- He has been a great addition to the company.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- _____ has made good judgements in hiring top notch employees.
- He lets us develop our own style and inspires us to do our best.
- He makes me feel like an important and valued team member.
- _____ addresses questions/concerns quickly and listens to staffs' needs.

Co-worker Development

Summary Scores



36. Gives others development opportunities through project assignments and increased job responsibilities



37. Works to identify root causes of performance problems



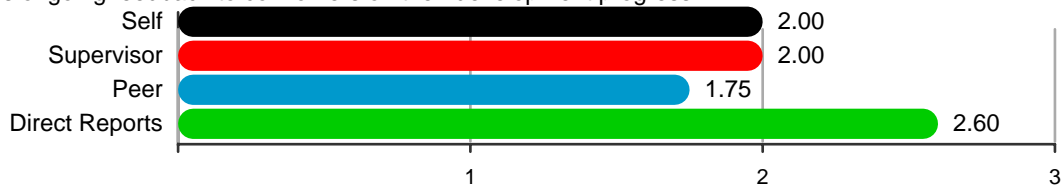
38. Adapts coaching and mentoring approach to meet the style or needs of individuals



39. Takes immediate action on poor performance



40. Provides ongoing feedback to co-workers on their development progress



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).

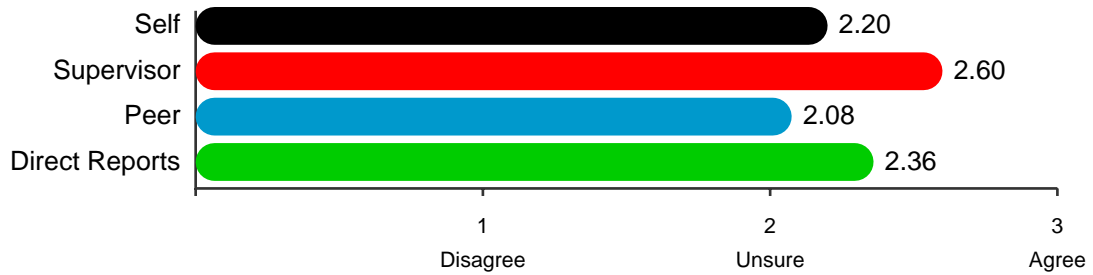
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Gives others development opportunities through project assignments and increased job responsibilities	15	1.87	20.0	33%	47%	20%
37. Works to identify root causes of performance problems	15	1.93	13.3	20%	67%	13%
38. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.07	33.3	27%	40%	33%
39. Takes immediate action on poor performance	15	2.33	33.3		67%	33%
40. Provides ongoing feedback to co-workers on their development progress	15	2.07	33.3	27%	40%	33%

Comments:

- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- He's a good and reliable team member.
- _____ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- 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.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- 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).

Negotiation

Summary Scores



41. Is flexible in responses.



42. Establishes good working relationships with others.



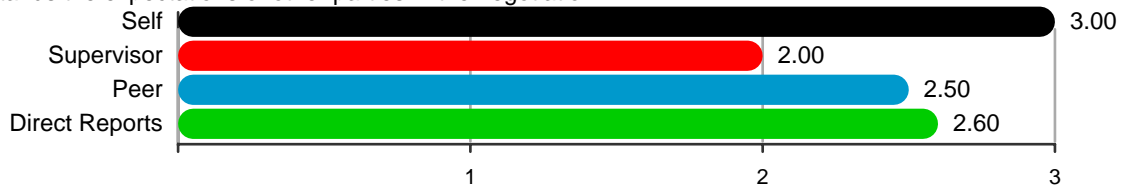
43. Conducts necessary preparations before engaging in negotiations.



44. Influences others through rational argument and persuasion.



45. Understands the expectations of other parties in the negotiation.



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).

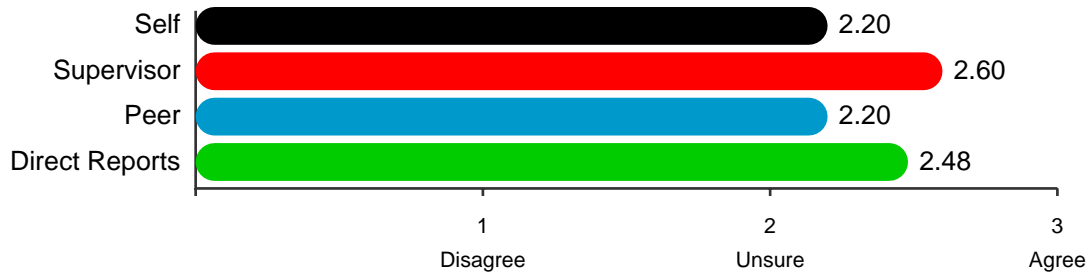
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Is flexible in responses.	15	2.00	26.7	27%	47%	27%
42. Establishes good working relationships with others.	15	2.13	33.3	20%	47%	33%
43. Conducts necessary preparations before engaging in negotiations.	15	2.20	40.0	20%	40%	40%
44. Influences others through rational argument and persuasion.	15	2.20	26.7	7%	67%	27%
45. Understands the expectations of other parties in the negotiation.	15	2.53	60.0	7%	33%	60%

Comments:

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- He is very supportive of us and the job we do.

Global Perspective

Summary Scores



46. Exemplifies the skills of a global worker.



47. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.



48. Understands how cultures differ and how these differences impact work behavior.



49. Builds working relationships with others across cultures.



50. Forms strong client relationships with international partners.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Exemplifies the skills of a global worker.	15	2.27	26.7		73%	27%
47. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	2.13	26.7	13%	60%	27%
48. Understands how cultures differ and how these differences impact work behavior.	15	2.40	40.0		60%	40%
49. Builds working relationships with others across cultures.	15	2.47	46.7		53%	47%
50. Forms strong client relationships with international partners.	15	2.33	46.7	13%	40%	47%

Comments:

- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- He make sure the team effort not only succeed on paper.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- _____ is a great manager and has nothing but the greatest interest for his employees and 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?

- He is a very diligent hard worker.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- He is an advocate for [CompanyName].
- 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 a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.

What do you like best about working with this individual?

- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- He has worked hard to understand people's strengths and what they need from him.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- He is also very enthusiastic and energetic.

What do you like least about working with this individual?

- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- He translated the creative thinking into real change and solution that advanced our department.
- _____ would be my choice for permanent manager of the department.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ is committed to our organization and leads by example.

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

- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- _____ 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.
- 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 _____.

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

- He will sit down with all parties involved before he makes a decision.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- _____ excels at keeping in touch with all aspects of her, and our jobs.

Any final comments?

- _____ encourages our staff to strive to be the best that we can be.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- He truly is the best Manager I have ever had.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.