



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.

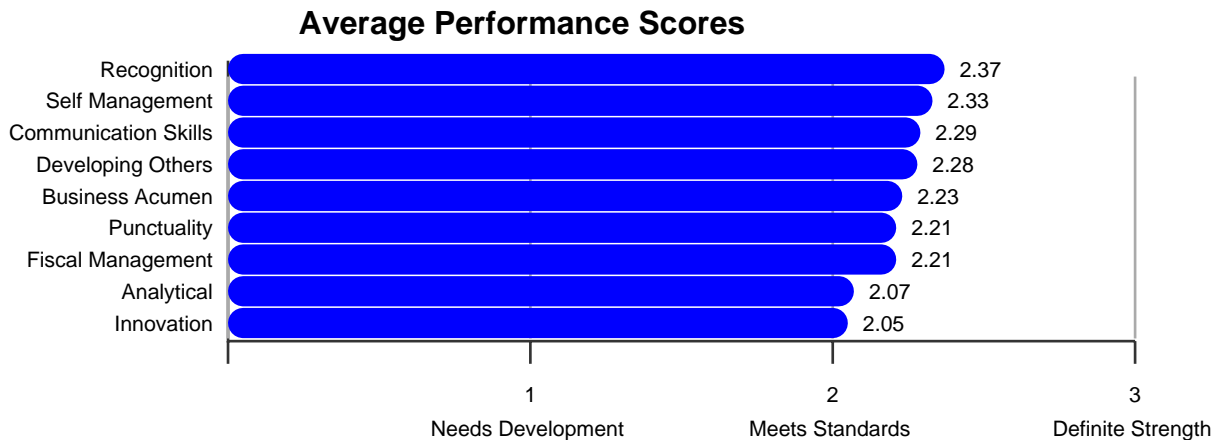
What to Do with Your Feedback

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

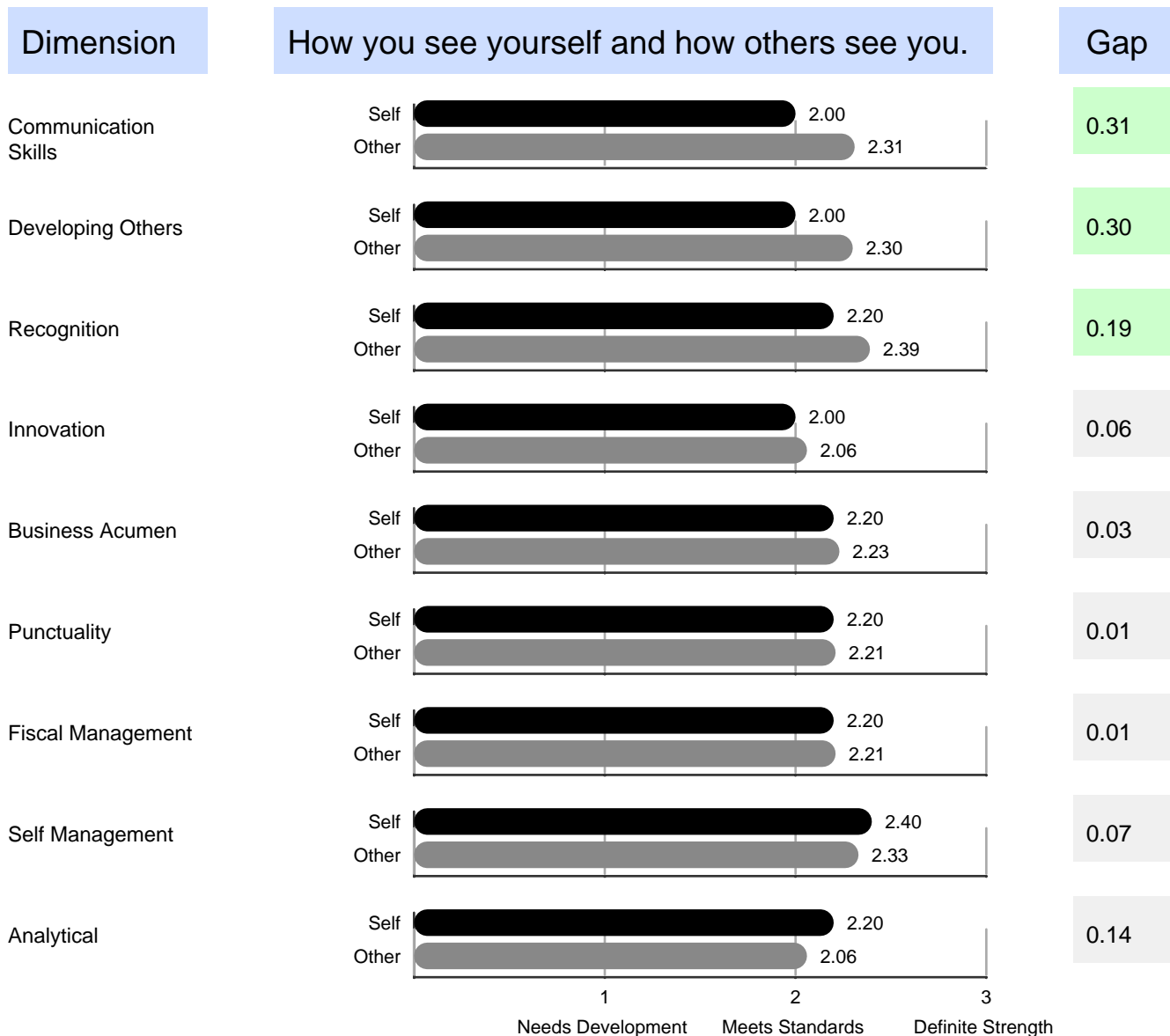
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



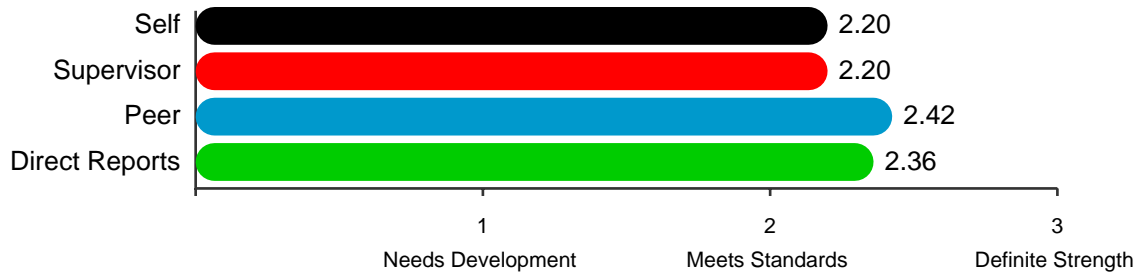
Gap Analysis

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

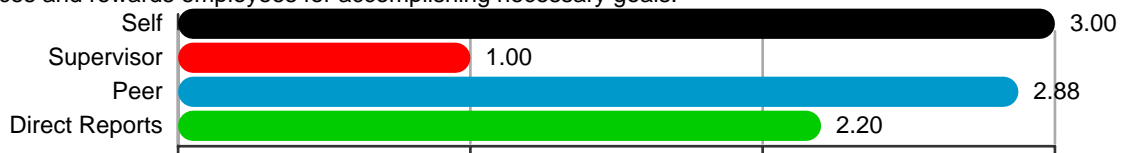
Summary Scores



1. Makes people around them feel appreciated and valued.



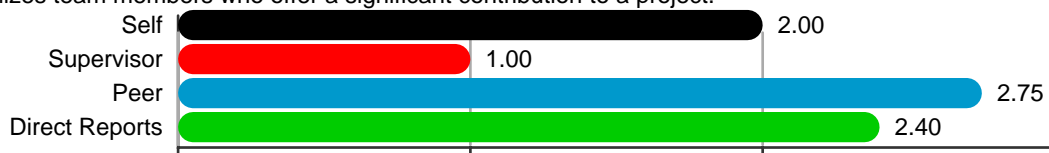
2. Reinforces and rewards employees for accomplishing necessary goals.



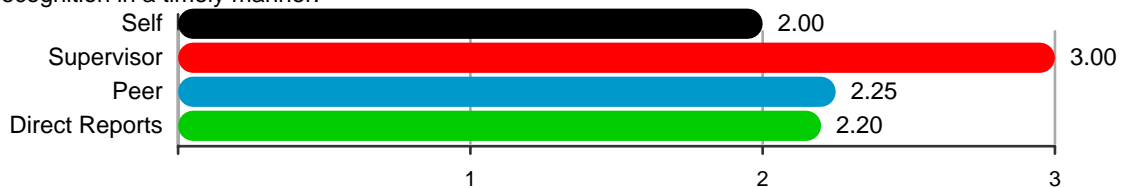
3. Is sincerely interested in the suggestions of co-workers



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



5. Offers recognition in a timely manner.



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 Development) to green (Definite Strength).

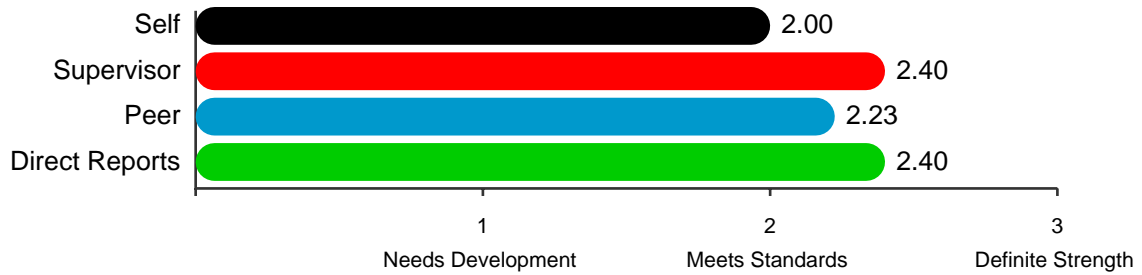
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Makes people around them feel appreciated and valued.	15	2.27	33.3	7%	60%	33%
2. Reinforces and rewards employees for accomplishing necessary goals.	15	2.53	73.3	20%	7%	73%
3. Is sincerely interested in the suggestions of co-workers	15	2.33	40.0	7%	53%	40%
4. Recognizes team members who offer a significant contribution to a project.	15	2.47	53.3	7%	40%	53%
5. Offers recognition in a timely manner.	15	2.27	40.0	13%	47%	40%

Comments:

- Increase in confidence. Being willing to lean into the uncomfortable.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- I appreciate her perspective and guidance on a variety of things.
- There are two items above that will be part of my goals for the coming year.

Developing Others

Summary Scores



6. Creates opportunities for professional development.



7. Creates a work environment that fosters positive feedback to employees.



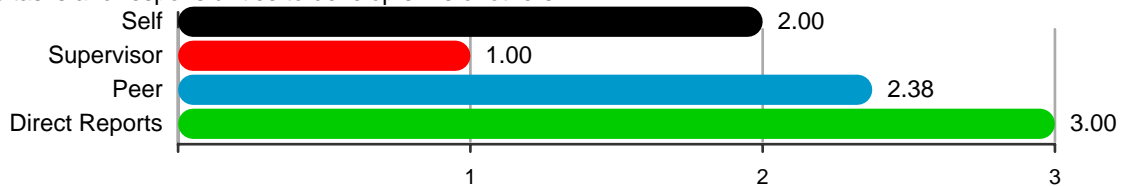
8. Assesses employees' developmental needs.



9. Is open to receiving feedback.



10. Assigns tasks and responsibilities to develop skills of others.



Level of Skill

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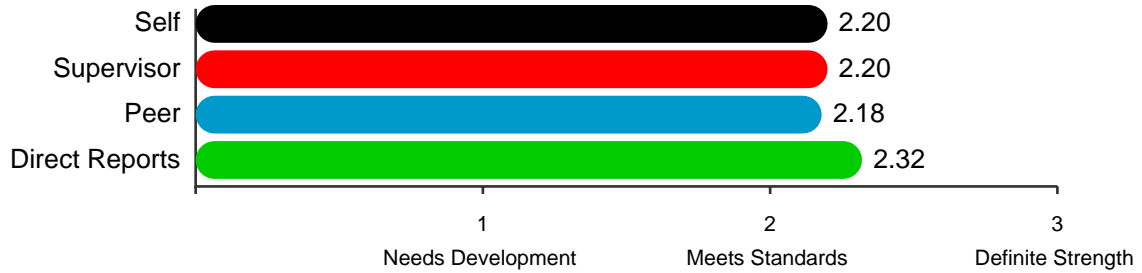
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Creates opportunities for professional development.	15	2.13	33.3	20%	47%	33%
7. Creates a work environment that fosters positive feedback to employees.	15	2.07	26.7	20%	53%	27%
8. Assesses employees' developmental needs.	15	2.33	40.0	7%	53%	40%
9. Is open to receiving feedback.	15	2.40	53.3	13%	33%	53%
10. Assigns tasks and responsibilities to develop skills of others.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- I am impressed with her commitment to task and job knowledge.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- Our department continues to have a very low loss rate.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.

Business Acumen

Summary Scores



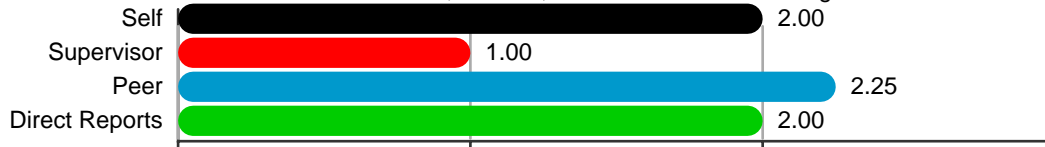
11. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



12. Able to align resources to meet the business needs of the company.



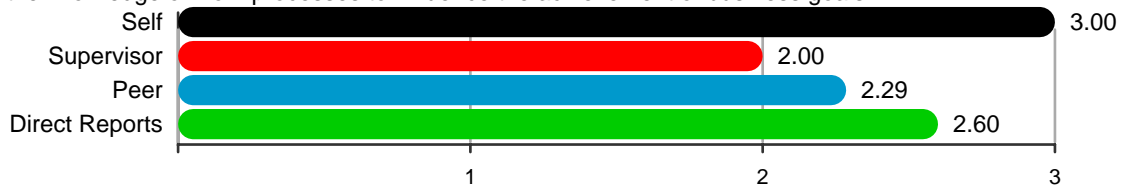
13. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



14. Asks the 'right' questions to size up or evaluate situations.



15. Applies the knowledge of work processes to influence the achievement of business goals



Level of Skill

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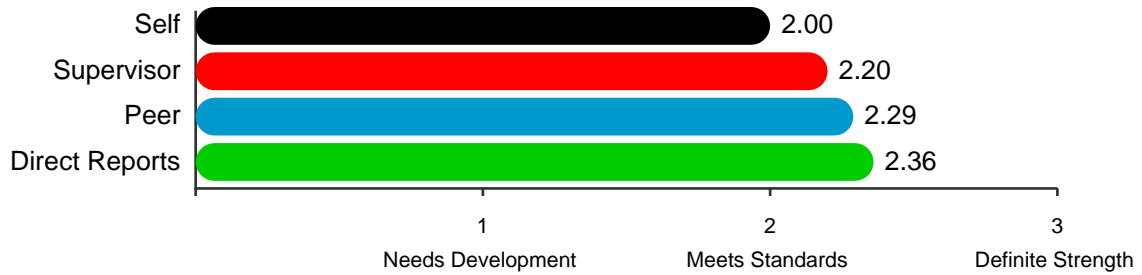
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.33	40.0	7%	53%	40%
12. Able to align resources to meet the business needs of the company.	15	2.07	20.0	13%	67%	20%
13. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.07	26.7	20%	53%	27%
14. Asks the 'right' questions to size up or evaluate situations.	15	2.27	40.0	13%	47%	40%
15. Applies the knowledge of work processes to influence the achievement of business goals	14	2.43	50.0	7%	43%	50%

Comments:

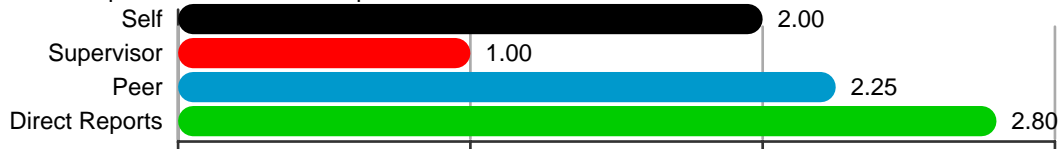
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- I appreciate ___'s willingness to share her knowledge with our team.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- ___ is professional, collaborative. . .a great team member.

Communication Skills

Summary Scores



16. Listens to others' points of view with an open mind



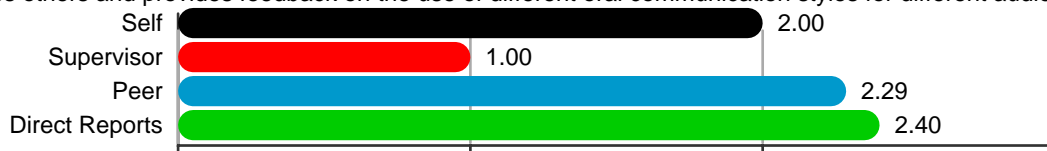
17. Presents issues, ideas, and strategy concisely and clearly.



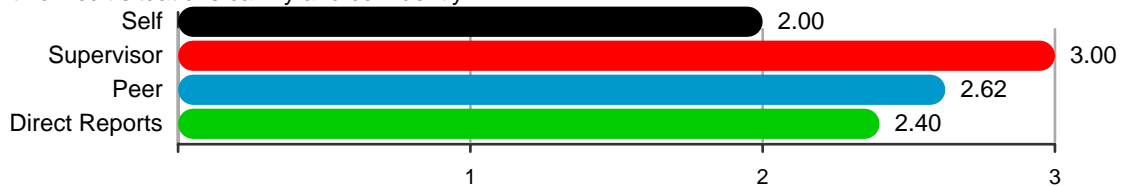
18. Is an effective communicator



19. Coaches others and provides feedback on the use of different oral communication styles for different audiences



20. Deals with difficult situations calmly and confidently.



Level of Skill

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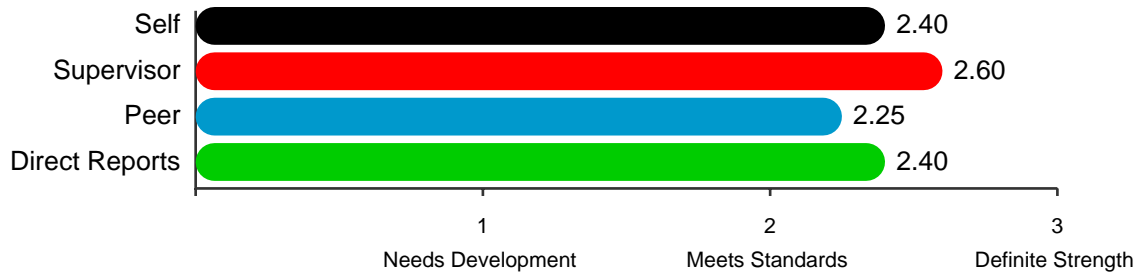
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Listens to others' points of view with an open mind	15	2.33	46.7	13%	40%	47%
17. Presents issues, ideas, and strategy concisely and clearly.	15	2.33	40.0	7%	53%	40%
18. Is an effective communicator	14	2.00	14.3	14%	71%	14%
19. Coaches others and provides feedback on the use of different oral communication styles for different audiences	14	2.21	42.9	21%	36%	43%
20. Deals with difficult situations calmly and confidently.	15	2.53	60.0	7%	33%	60%

Comments:

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- She provides essential data in order to help explain decisions.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- She works diligently with our supplier to ensure the inventory is cost effective.
- 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.

Self Management

Summary Scores



21. Steps away from a situation to process appropriate response.



22. Analyzes interpersonal problems instead of reacting to them.



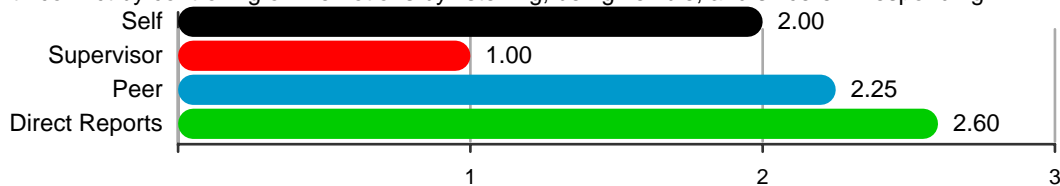
23. Uses patience and self-control in working with customers and associates.



24. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



25. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



Level of Skill

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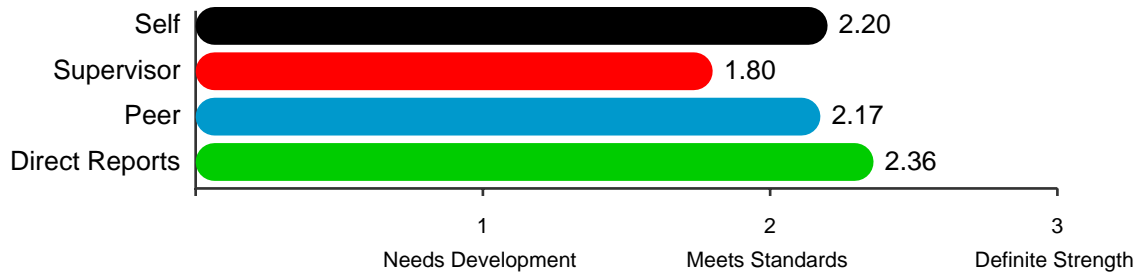
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Steps away from a situation to process appropriate response.	15	2.60	66.7	7%	27%	67%
22. Analyzes interpersonal problems instead of reacting to them.	15	2.33	40.0	7%	53%	40%
23. Uses patience and self-control in working with customers and associates.	15	2.07	20.0	13%	67%	20%
24. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.40	53.3	13%	33%	53%
25. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	2.27	53.3	27%	20%	53%

Comments:

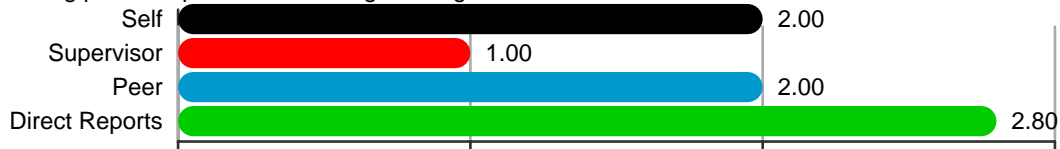
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- Her positive attitude is constant.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- I really enjoy her mentorship.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.

Punctuality

Summary Scores



26. Avoids making personal phone calls during working hours.



27. Starts the workday when scheduled.



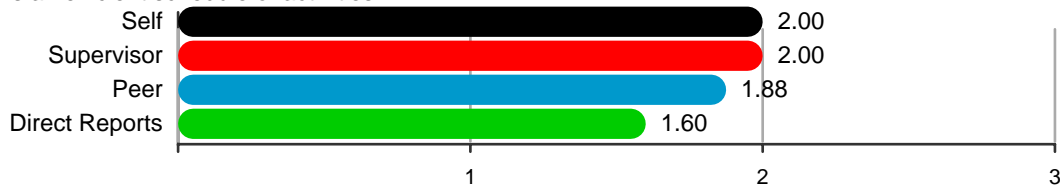
28. Conducts appointments at scheduled start time.



29. Starts meetings on time.



30. Maintains an efficient schedule of activities.



Level of Skill

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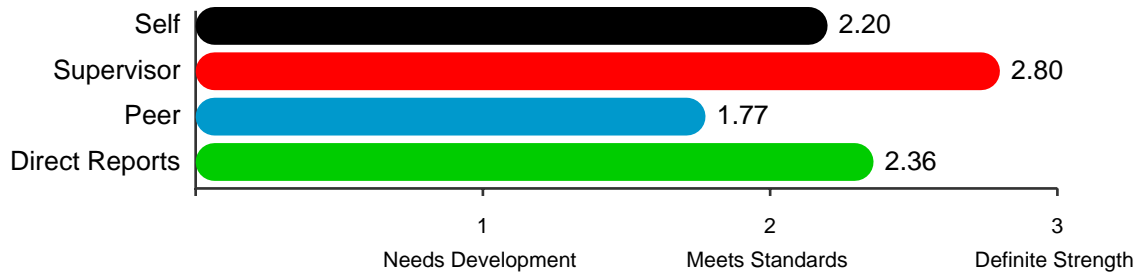
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Avoids making personal phone calls during working hours.	15	2.20	33.3	13%	53%	33%
27. Starts the workday when scheduled.	15	2.00	26.7	27%	47%	27%
28. Conducts appointments at scheduled start time.	15	2.47	53.3	7%	40%	53%
29. Starts meetings on time.	15	2.60	60.0		40%	60%
30. Maintains an efficient schedule of activities.	15	1.80	13.3	33%	53%	13%

Comments:

- Great addition to the department!
- 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.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- I think that ___ is making good strides in setting expectations through clear communication.
- 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.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

Analytical

Summary Scores



31. Analyzes issues and reduces them to their component parts.



32. Implements data validation techniques and methods.



33. Identifies problems and issues needing resolution.



34. Identifies the root cause of a problem.



35. Asks the "right" questions to size up or evaluate situations.



Level of Skill

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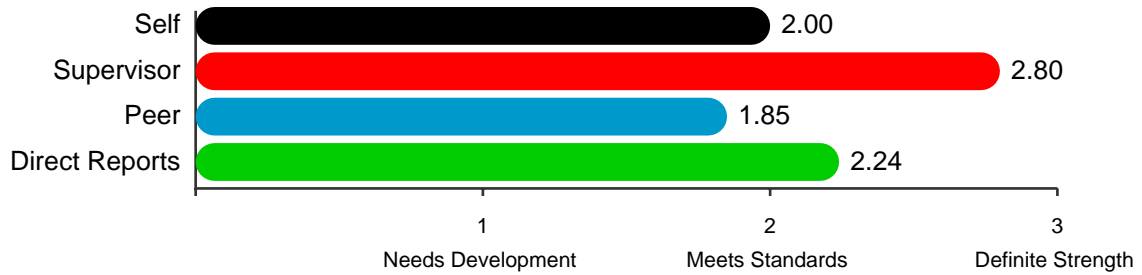
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Analyzes issues and reduces them to their component parts.	15	2.13	33.3	20%	47%	33%
32. Implements data validation techniques and methods.	15	2.13	33.3	20%	47%	33%
33. Identifies problems and issues needing resolution.	15	2.07	33.3	27%	40%	33%
34. Identifies the root cause of a problem.	15	2.13	26.7	13%	60%	27%
35. Asks the "right" questions to size up or evaluate situations.	15	1.87	20.0	33%	47%	20%

Comments:

- She encourages individual and professional improvement and provides educational opportunities.
- She cares deeply for what she does and it shows.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- I can not say enough good things about ____.
- Resources are managed carefully with input sought and considered before applying those resources.

Innovation

Summary Scores



36. Suggests new ideas at meetings.



37. Offers constructive improvements to existing systems.



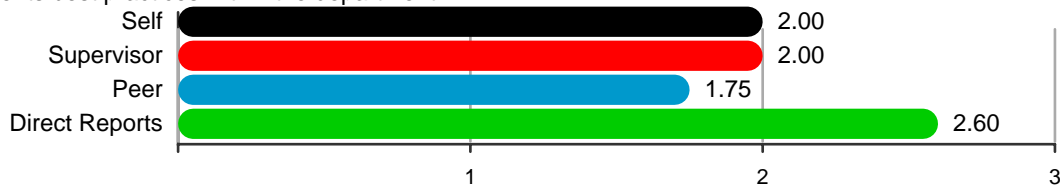
38. Creates a safe environment for idea-sharing.



39. Solves problems with insight and understanding.



40. Implements best practices within the department.



Level of Skill

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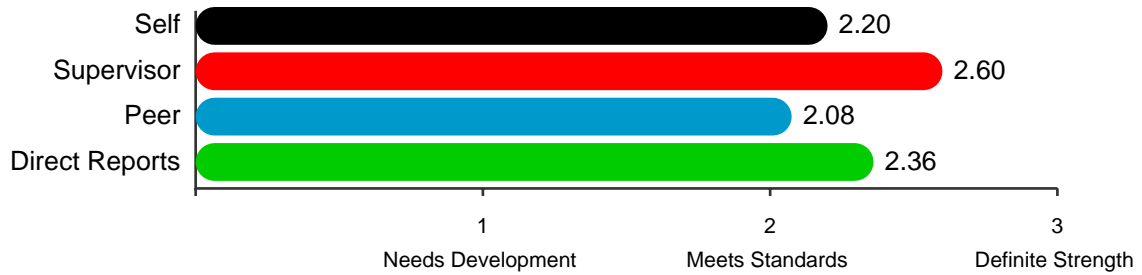
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Suggests new ideas at meetings.	15	1.87	20.0	33%	47%	20%
37. Offers constructive improvements to existing systems.	15	1.93	13.3	20%	67%	13%
38. Creates a safe environment for idea-sharing.	15	2.07	33.3	27%	40%	33%
39. Solves problems with insight and understanding.	15	2.33	33.3		67%	33%
40. Implements best practices within the department.	15	2.07	33.3	27%	40%	33%

Comments:

- I value ___ for so much more than her negotiating skills which are outstanding.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and too the point.
- ___ is a rock amongst the management at [CompanyName].
- She is a great teammate.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- Good leadership style.

Fiscal Management

Summary Scores



41. Develops of the department's annual budget.



42. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



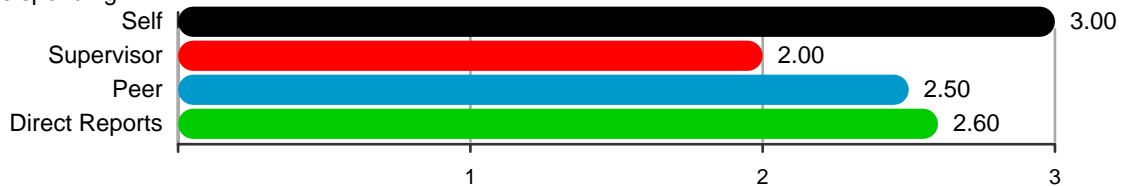
43. Develops budgets and plans for various programs and initiatives.



44. Effective in using Company's resources.



45. Monitors spending.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Develops of the department's annual budget.	15	2.00	26.7	27%	47%	27%
42. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.13	33.3	20%	47%	33%
43. Develops budgets and plans for various programs and initiatives.	15	2.20	40.0	20%	40%	40%
44. Effective in using Company's resources.	15	2.20	26.7	7%	67%	27%
45. Monitors spending.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- Willingness to pitch in, desire to grow, and a great attitude.
- ___ is a pleasure to work with.
- I truly enjoy working with ___ on a daily basis.
- I cannot say if she challenges others.

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?

- She exhibits vision, compassion and high integrity in all of her work.
- Always has a positive, cheerful, and strong attitude.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- She is a joy to work for.

What do you like best about working with this individual?

- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- She has been a great addition to the department in this area.
- ___ is a great manager to work for.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- I truly enjoy working with ____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.

What do you like least about working with this individual?

- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- She has been and is a mentor for me.
- ___ is a rock amongst the management at [CompanyName].
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- ___ always has the customer at the center of focus.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.

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

- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___!
- I feel confident as if she treats us all as equals.

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

- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- She has taken her team to the next level.
- One of the best supervisors that I have had.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.

- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.

Any final comments?

- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- She is an outstanding manager.
- ___ would be my choice for permanent manager of the department.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- She is effective and her knowledge of processes is invaluable.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.