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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.

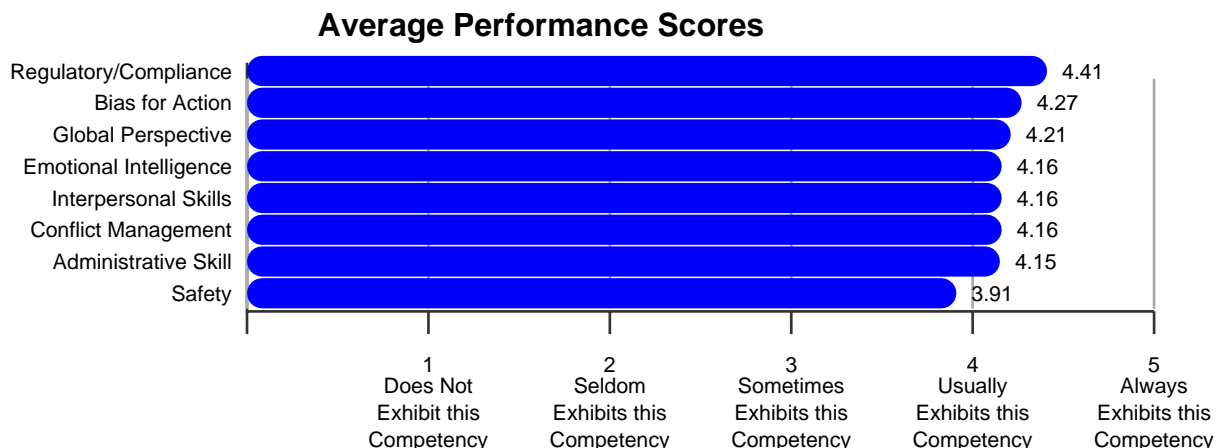
## What to Do with Your Feedback

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 8 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.



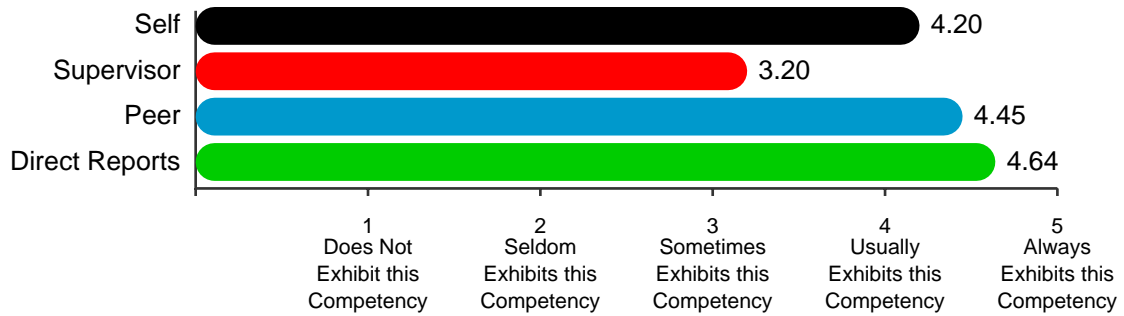
# Gap Analysis

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.



# Regulatory/Compliance

## Summary Scores



1. Creates documents and reports as needed to maintain compliance with regulations.



2. Maintains compliance with federal, state, and local laws.



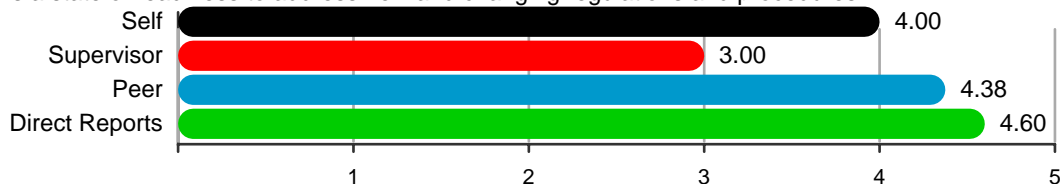
3. Keeps up-to-date with legislation affecting employees.



4. Complies with regulatory requirements for the state.



5. Maintains a state of readiness to address new and changing regulations and procedures.



### 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).

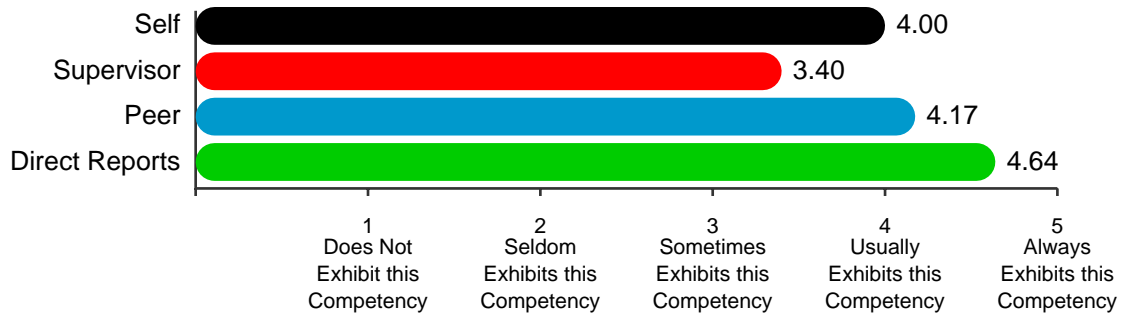
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Creates documents and reports as needed to maintain compliance with regulations.	15	4.20	93.3	7%		67%		27%
2. Maintains compliance with federal, state, and local laws.	15	4.87	100.0	13%		87%		
3. Keeps up-to-date with legislation affecting employees.	15	4.27	93.3	7%		60%		33%
4. Complies with regulatory requirements for the state.	15	4.40	86.7	13%	33%		53%	
5. Maintains a state of readiness to address new and changing regulations and procedures.	15	4.33	93.3	7%		53%		40%

Comments:

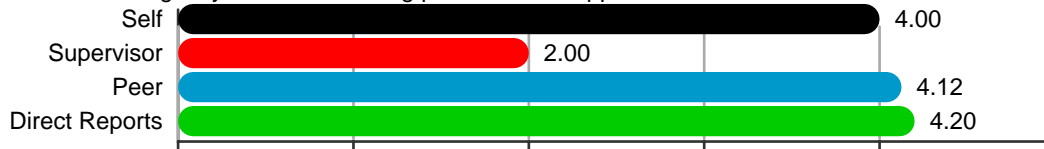
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- She has helped make me a better manager through her actions and follow through.
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- She has a calm demeanor and willingness to help with anything.

# Bias for Action

## Summary Scores



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



### 7. Identifies ways to simplify work processes and reduce cycle times



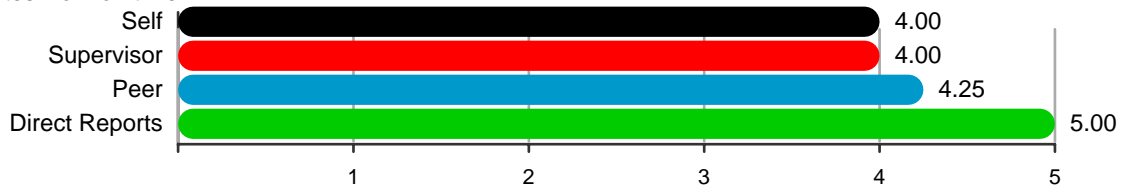
### 8. Motivates others to achieve or exceed goals



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



### 10. Completes work on time



## Level of Skill

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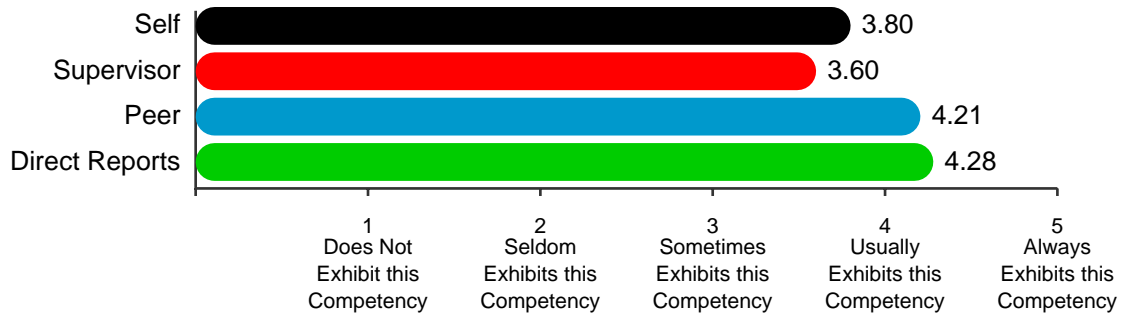
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Conveys a sense of urgency about addressing problems and opportunities	15	4.00	80.0	7%	13%	53%	27%	
7. Identifies ways to simplify work processes and reduce cycle times	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. Seeks and utilizes opportunities for continuous learning and self-development.	15	4.47	93.3	7%	40%		53%	
10. Completes work on time	15	4.47	93.3	7%	40%		53%	

### Comments:

- \_\_\_ communicates her expectations of the team well and involves them in the process improvement plans.
- She can fall behind on projects without providing timely feedback.
- She is determined to find the answer to any problem or obstacle in her way.
- \_\_\_ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- She has positive energy, leads by example, and cares about teammates.
- I appreciate her openness and availability to all the staff.

# Emotional Intelligence

## Summary Scores



### 11. Is able to control their own emotions.



### 12. Accurately perceives the emotional reactions of others.



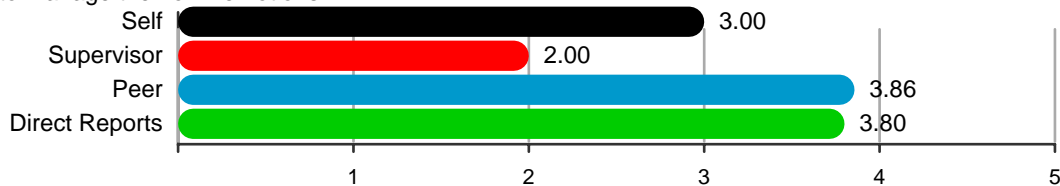
### 13. Is attentive to emotional cues and interprets others' feelings correctly.



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



### 15. Is able to manage their own emotions.





## Level of Skill

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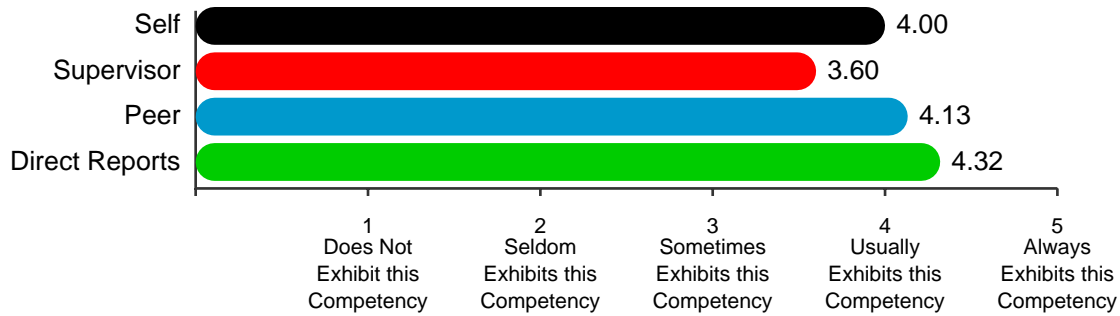
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Is able to control their own emotions.	15	4.60	100.0			40%	60%	
12. Accurately perceives the emotional reactions of others.	15	4.27	100.0			73%		27%
13. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.33	100.0			67%		33%
14. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.93	73.3		27%		53%	20%
15. Is able to manage their own emotions.	14	3.64	57.1	14%		29%	36%	21%

### Comments:

- I am still learning how to work with \_\_\_ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- \_\_\_ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- \_\_\_ is a great team player for our organization as a whole and for the Department itself.
- \_\_\_ sets high standards for those she works with and expects the same of herself.
- I feel \_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- \_\_\_ is always willing and routinely seeks opportunities to work with other departments.

# Administrative Skill

## Summary Scores



### 16. Enthusiastic about taking on challenging projects.



### 17. Takes responsibility for decisions.



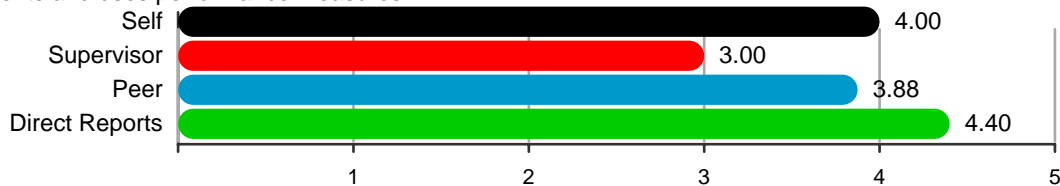
### 18. Completes reports on-time.



### 19. Has strong technical/computer skills.



### 20. Implements and uses performance measures.



### Level of Skill

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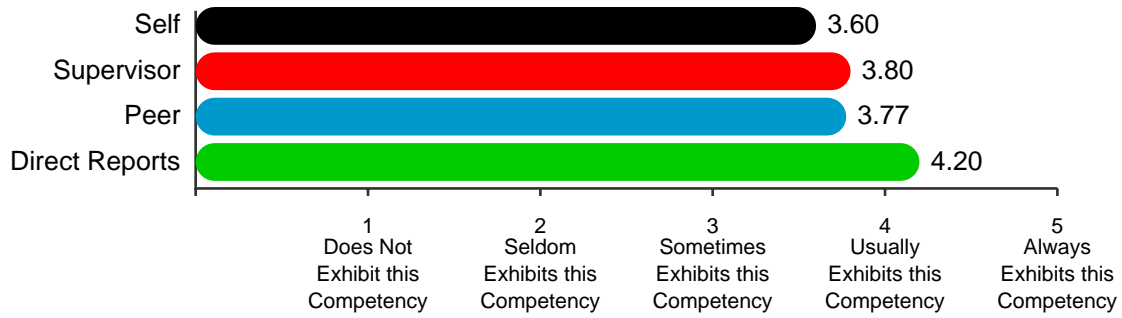
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Enthusiastic about taking on challenging projects.	15	4.33	86.7	13%	40%	47%		
17. Takes responsibility for decisions.	15	4.27	93.3	7%	60%	33%		
18. Completes reports on-time.	14	4.00	92.9	7%	86%	7%		
19. Has strong technical/computer skills.	14	4.14	85.7	7%	7%	50%	36%	
20. Implements and uses performance measures.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- \_\_\_ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- She communicates clearly, and is always willing to listen attentively.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- \_\_\_ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.

# Safety

## Summary Scores



### 21. Identifies predictable hazards in the workplace.



### 22. Develops a sustainable safety culture.



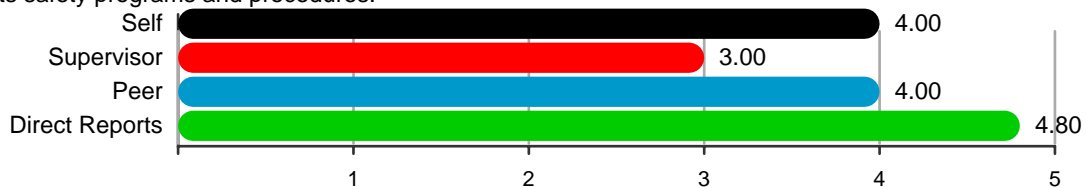
### 23. Seeks to reduce the likelihood of accidents.



### 24. Performs work safely.



### 25. Supports safety programs and procedures.



### Level of Skill

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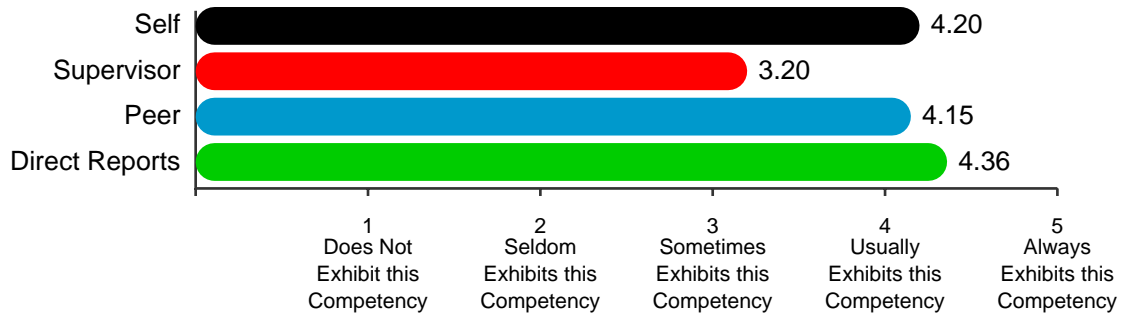
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Identifies predictable hazards in the workplace.	15	4.00	66.7	13%	20%	20%	47%	
22. Develops a sustainable safety culture.	15	3.47	53.3	13%	33%	47%	7%	
23. Seeks to reduce the likelihood of accidents.	15	3.60	66.7	13%	20%	60%	7%	
24. Performs work safely.	15	4.27	86.7	7%	7%	40%	47%	
25. Supports safety programs and procedures.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

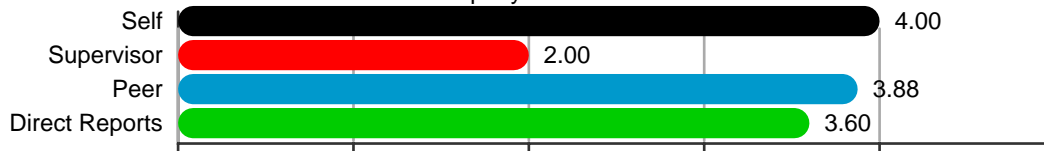
- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- \_\_\_ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- I appreciate that \_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- \_\_\_ could also improve her ability to work with the framework of a team. \_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- She has also greatly improved her communication.

# Interpersonal Skills

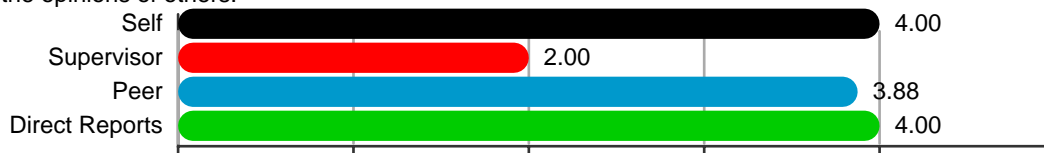
## Summary Scores



26. Able to work with individuals at all levels of the Company.



27. Values the opinions of others.



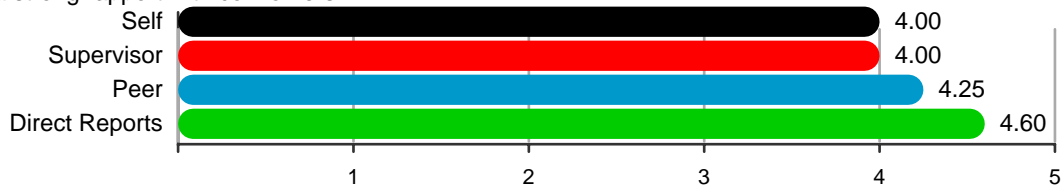
28. Uses knowledge and charisma rather than position, power, or coercion to influence others



29. Comes across as credible, knowledgeable and sincere



30. Builds a strong rapport with co-workers.



### Level of Skill

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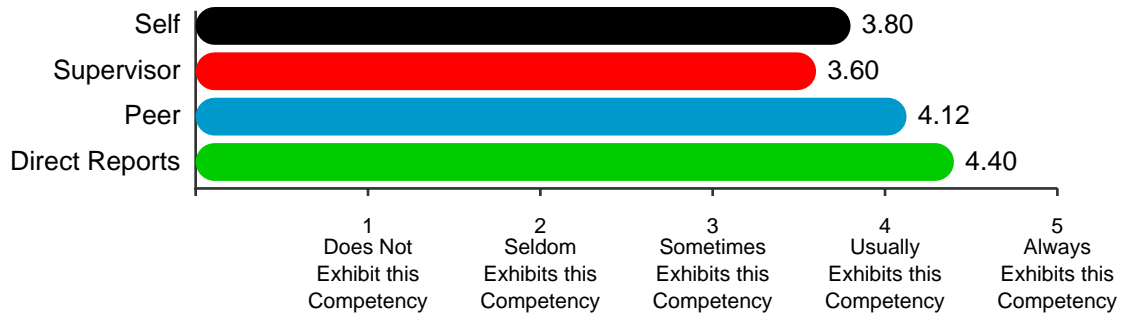
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Able to work with individuals at all levels of the Company.	15	3.67	66.7	20%	13%	47%	20%	
27. Values the opinions of others.	15	3.80	73.3	20%	7%	47%	27%	
28. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.33	86.7	13%	40%	47%		
29. Comes across as credible, knowledgeable and sincere	15	4.67	100.0		33%	67%		
30. Builds a strong rapport with co-workers.	15	4.33	100.0		67%	33%		

Comments:

- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- \_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_ without her bringing them before the team for discussion.
- \_\_\_ has improved with her follow-up assignments from meetings.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- \_\_\_ leads by example.
- \_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.

# Conflict Management

## Summary Scores



31. Helps employees to think through alternative ways to resolve conflict situations.



32. Discusses conflict situations with supervisor.



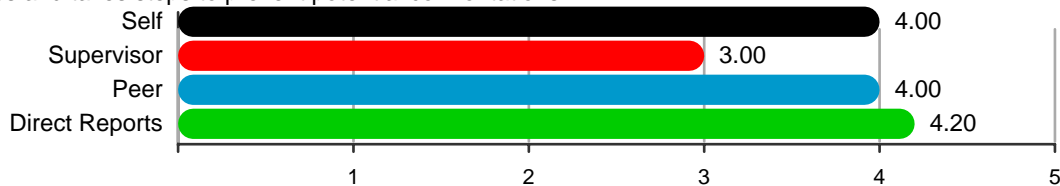
33. Assists team members by helping them see the other point of view.



34. Clearly expresses expectations to others.



35. Identifies and takes steps to prevent potential confrontations.





## Level of Skill

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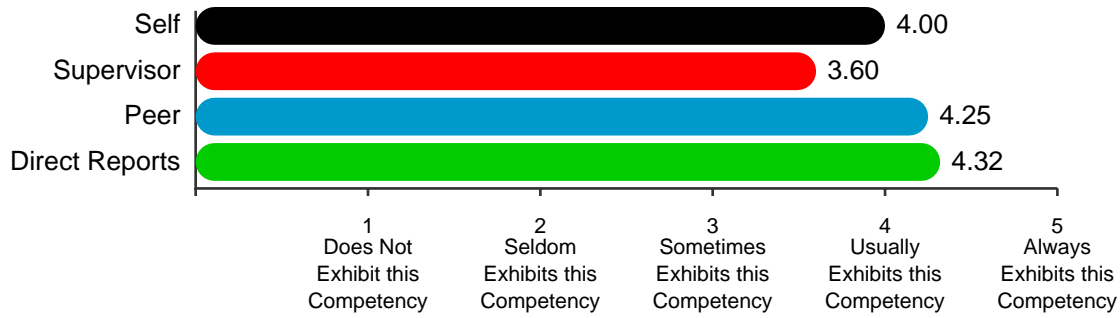
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Helps employees to think through alternative ways to resolve conflict situations.	15	4.07	80.0	20%		53%		27%
32. Discusses conflict situations with supervisor.	15	4.47	100.0		53%		47%	
33. Assists team members by helping them see the other point of view.	15	4.13	80.0	20%		47%		33%
34. Clearly expresses expectations to others.	15	4.13	86.7	13%		60%		27%
35. Identifies and takes steps to prevent potential confrontations.	15	4.00	80.0	20%		60%		20%

### Comments:

- Where do I even start to articulate how much I value about working with \_\_\_ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher ] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as \_\_\_ is.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- I have not had any issues with \_\_\_ since I have been working for her.

# Global Perspective

## Summary Scores



### 36. Communicates effectively on a multi-lingual basis.



### 37. Demonstrates working knowledge of global transactions.



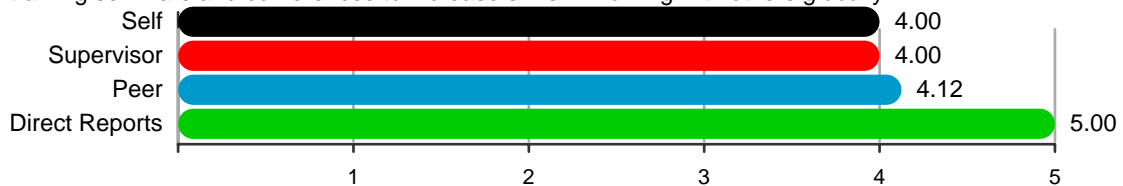
### 38. Considers customers point of view when making decisions.



### 39. Analyzes global issues/problems that are having a large impact on the Company.



### 40. Attends training seminars and conferences to increase skills in working with others globally.



## 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
36. Communicates effectively on a multi-lingual basis.	15	4.33	100.0			67%		33%
37. Demonstrates working knowledge of global transactions.	15	3.93	80.0	13%	7%		53%	27%
38. Considers customers point of view when making decisions.	15	4.27	86.7		13%		47%	40%
39. Analyzes global issues/problems that are having a large impact on the Company.	15	4.13	86.7		13%		60%	27%
40. Attends training seminars and conferences to increase skills in working with others globally.	15	4.40	93.3		7%		47%	47%

### Comments:

- \_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- Could benefit from increasing awareness on how much influence they have on the department.
- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.

## 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?

- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- \_\_\_ has a lot of knowledge in competency models and is passing that on to her teams.
- Personality. Great Mentor and Leader. Talented.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- I think \_\_\_ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.

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

- \_\_\_ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- She is a great teammate.
- I find her to be a stellar asset to our team at [CompanyName].
- It doesn't feel like \_\_\_'s been at her best this year. She seems disconnected from the work of her group.
- The only constructive feedback that I would have for \_\_\_ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that \_\_\_ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- \_\_\_ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.

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

- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- She would benefit from soliciting more feedback and pushing others to do more.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- \_\_\_ has done a remarkable job managing the department.

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

- 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.
- Before \_\_\_ came into the position it seemed that the department was a dump.
- \_\_\_ has made good judgements in hiring top notch employees.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- \_\_\_ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. \_\_\_ has shown marked improvement in being present when needed in the department.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.

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

- I have observed that \_\_\_ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- \_\_\_ recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- \_\_\_ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- I appreciate \_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- The Core Competency Training has been a great success. \_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.

### Any final comments?

- 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.
- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- \_\_\_ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- Our organization is a better place because of her and her future focus.
- \_\_\_ could improve her awareness of her employees strengths and delegate work that utilizes those talents.