



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.

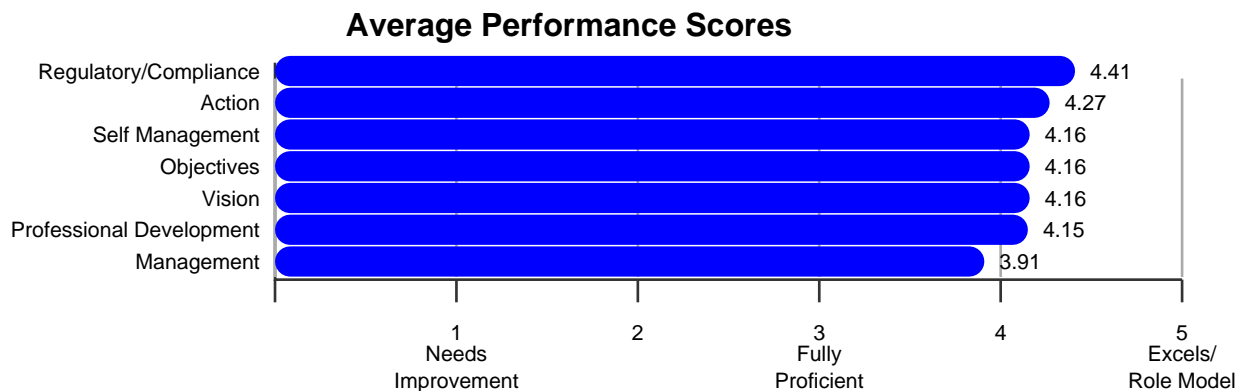
What to Do with Your Feedback

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 7 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.



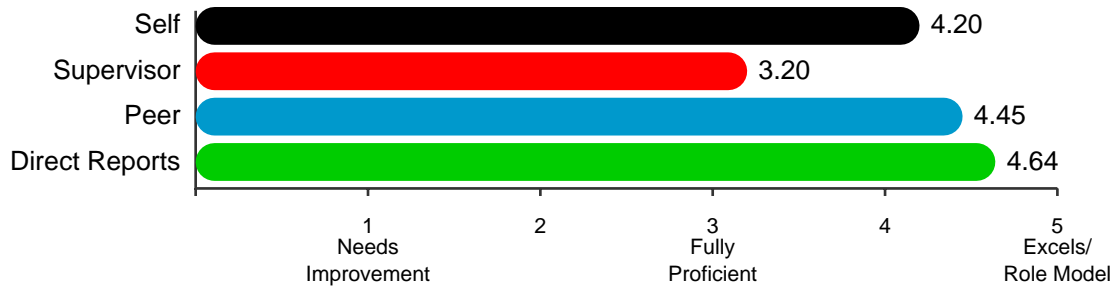
Gap Analysis

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. Maintains historical records and documents as needed/required.



2. Performs regular compliance audits.



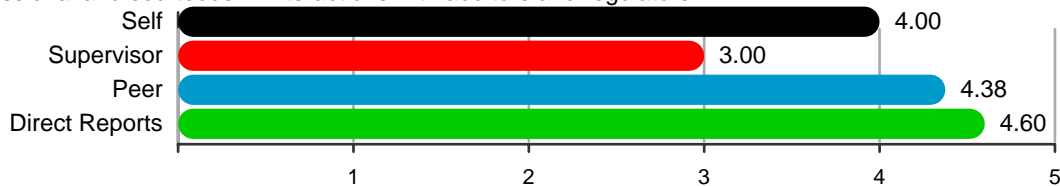
3. Keeps up-to-date with legislation affecting employees.



4. Ensures regulations are followed as required.



5. Is professional and courteous in interactions with auditors and regulators.



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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Maintains historical records and documents as needed/required.	15	4.20	93.3	7%	67%	27%
2. Performs regular compliance audits.	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. Ensures regulations are followed as required.	15	4.40	86.7	13%	33%	53%
5. Is professional and courteous in interactions with auditors and regulators.	15	4.33	93.3	7%	53%	40%

Comments:

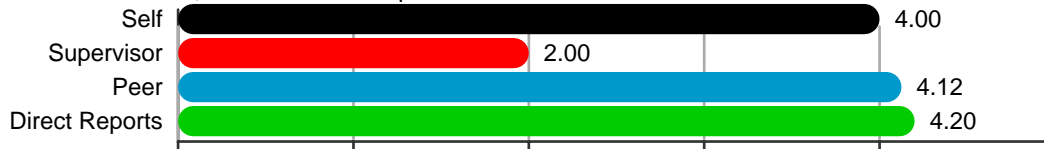
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___ has been very supportive as a supervisor.
- ___ promotes and encourages teambuilding throughout the entire department.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.

Action

Summary Scores



6. Makes effective decisions, even when under pressure.



7. Motivates & supports others to gain skills



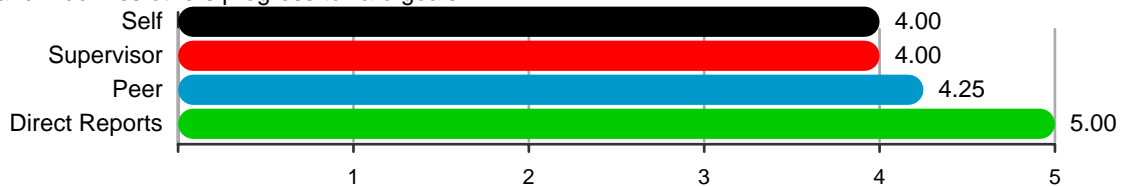
8. Displays high energy and enthusiasm on consistent basis.



9. Gets the job done.



10. Drives and mobilizes others progress toward goals.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

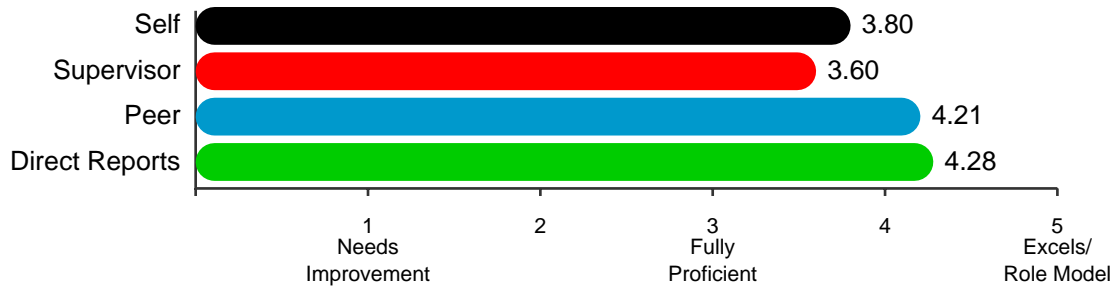
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Makes effective decisions, even when under pressure.	15	4.00	80.0	7%	13%	53%	27%
7. Motivates & supports others to gain skills	15	4.07	80.0		20%	53%	27%
8. Displays high energy and enthusiasm on consistent basis.	15	4.33	93.3	7%		47%	47%
9. Gets the job done.	15	4.47	93.3	7%		40%	53%
10. Drives and mobilizes others progress toward goals.	15	4.47	93.3	7%		40%	53%

Comments:

- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- What I like is her standard line what resources do you need from me to make this work?
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- She is very responsive when asked for input or her assistance is requested.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

Self Management

Summary Scores



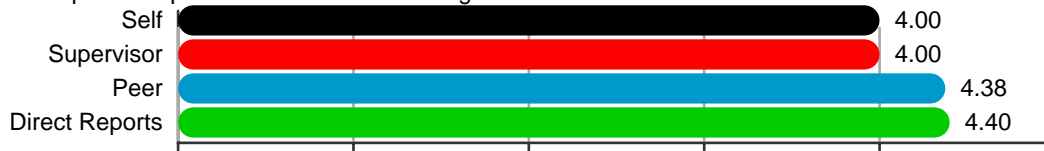
11. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



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



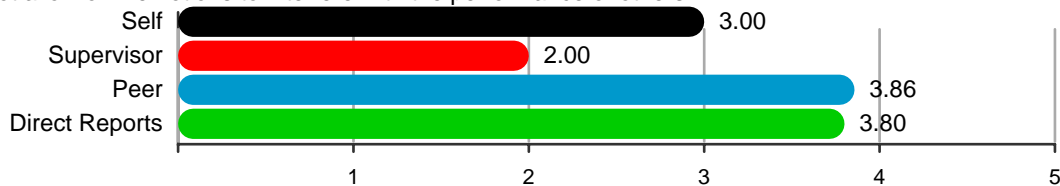
13. Analyzes interpersonal problems instead of reacting to them.



14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



15. Does not allow own emotions to interfere with the performance of others.



Level of Skill

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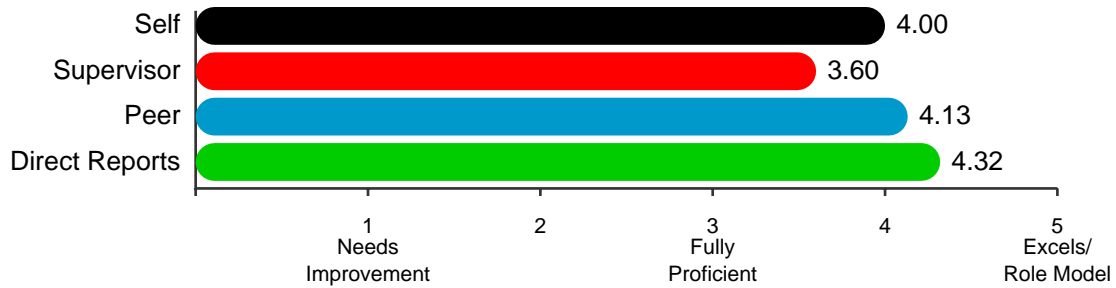
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.60	100.0	40%	60%	
12. Steps away from a situation to process appropriate response.	15	4.27	100.0	73%		27%
13. Analyzes interpersonal problems instead of reacting to them.	15	4.33	100.0	67%		33%
14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.93	73.3	27%	53%	20%
15. Does not allow own emotions to interfere with the performance of others.	14	3.64	57.1	14%	29%	36%

Comments:

- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- Is sincerely a role model for everything one would look for in a role model as a team member.

Professional Development

Summary Scores



16. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



17. Encourages employees to take courses relevant to their job.



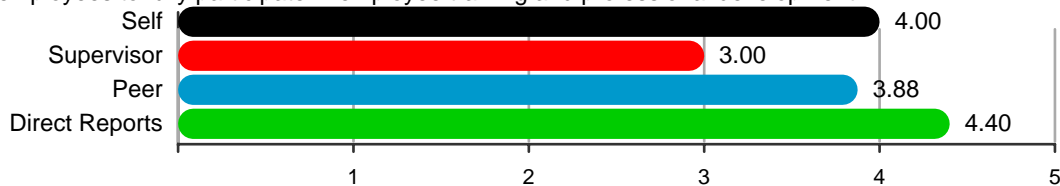
18. Contributing fully to the extent of their skills



19. Keep themselves up-to-date of technical/professional issues



20. Allows employees to fully participate in employee training and professional development.



Level of Skill

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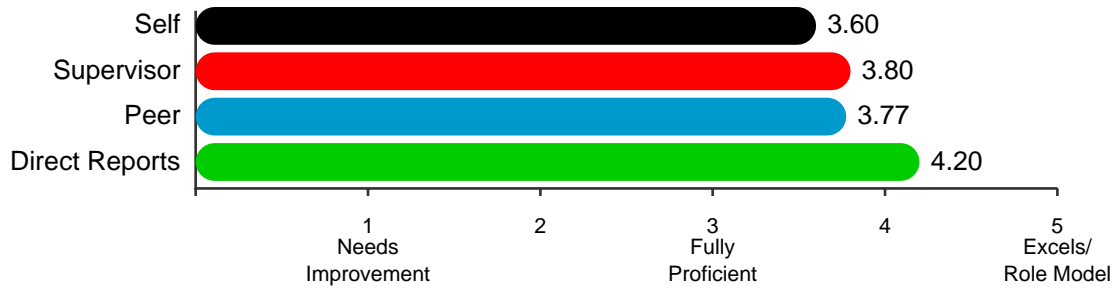
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.33	86.7	13%	40%	47%	
17. Encourages employees to take courses relevant to their job.	15	4.27	93.3	7%	60%	33%	
18. Contributing fully to the extent of their skills	14	4.00	92.9	7%	86%	7%	
19. Keep themselves up-to-date of technical/professional issues	14	4.14	85.7	7%	7%	50%	36%
20. Allows employees to fully participate in employee training and professional development.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- Manager engages in all categories described above as marked.
- I feel that we would not be such a great place if it wasn't for ___. ___ is the best!!!!!!
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.

Management

Summary Scores



21. Takes responsibility for things that go wrong



22. Sets an example for others to follow



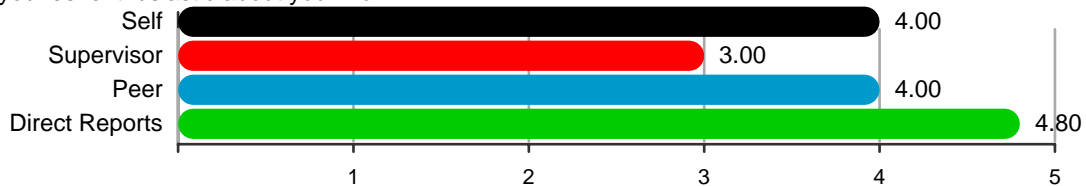
23. Delegate tasks effectively



24. Is ready to offer help



25. Makes you feel enthusiastic about your work



Level of Skill

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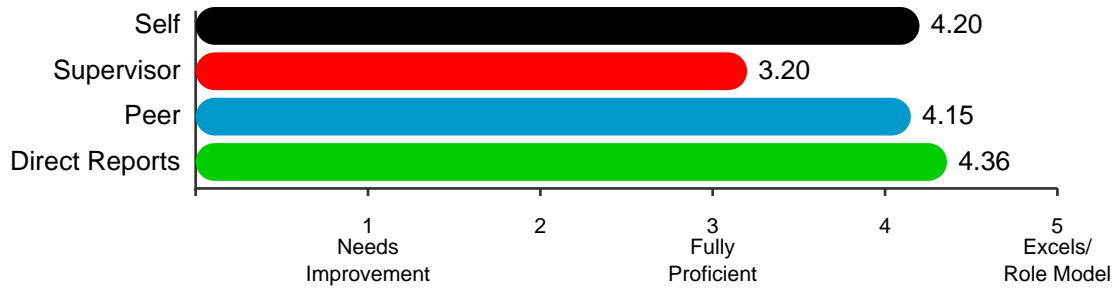
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Takes responsibility for things that go wrong	15	4.00	66.7	13%	20%	20%	47%	
22. Sets an example for others to follow	15	3.47	53.3	13%	33%	47%	7%	
23. Delegate tasks effectively	15	3.60	66.7	13%	20%	60%	7%	
24. Is ready to offer help	15	4.27	86.7	7%	7%	40%	47%	
25. Makes you feel enthusiastic about your work	15	4.20	80.0	7%	13%	33%	47%	

Comments:

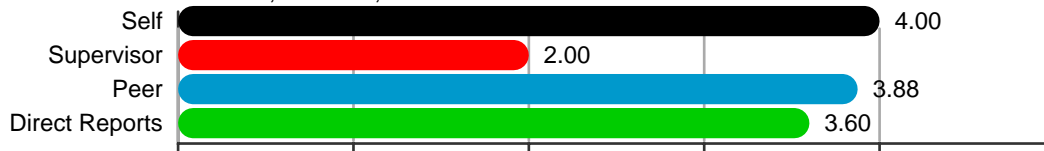
- She has been influential in our focus on the future.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ is very approachable and always willing to listen.

Objectives

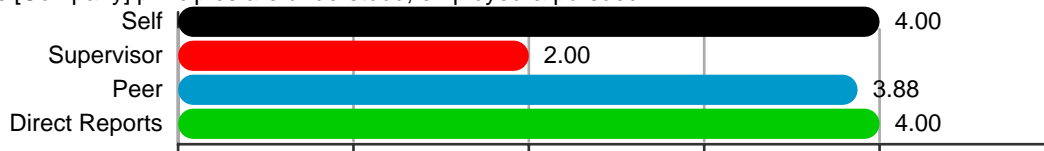
Summary Scores



26. Organizes and schedules events, activities, and resources.



27. Assures [Company] principles are understood, employed & pursued.



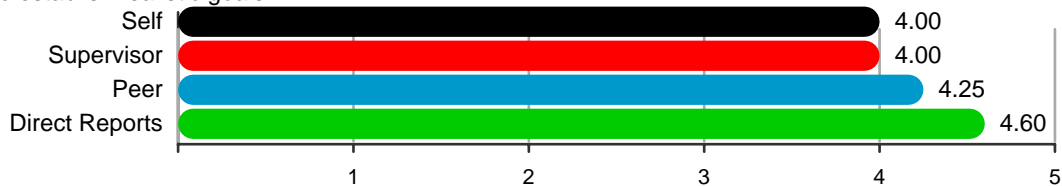
28. Establishes goals and objectives.



29. Sets long-term and short-term goals.



30. Ability to establish realistic goals.



Level of Skill

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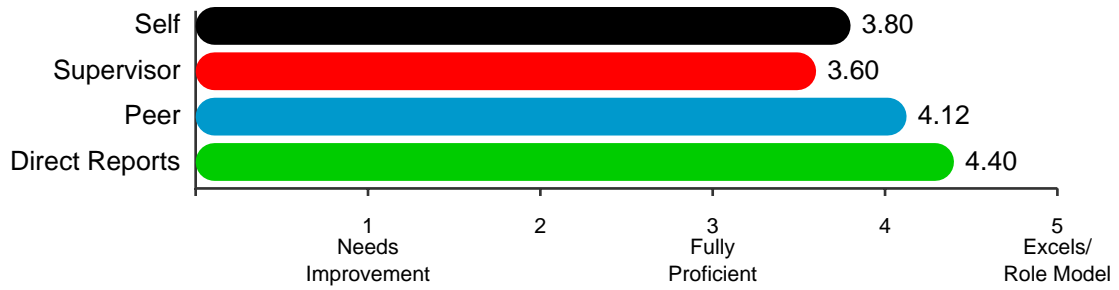
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Organizes and schedules events, activities, and resources.	15	3.67	66.7	20%	13%	47%		20%
27. Assures [Company] principles are understood, employed & pursued.	15	3.80	73.3	20%	7%	47%		27%
28. Establishes goals and objectives.	15	4.33	86.7		13%	40%		47%
29. Sets long-term and short-term goals.	15	4.67	100.0			33%		67%
30. Ability to establish realistic goals.	15	4.33	100.0			67%		33%

Comments:

- She quickly addresses any challenges that may arise.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.

Vision

Summary Scores



31. Behaves in a way that is consistent with business values & code of conduct



32. Leads employees in new directions.



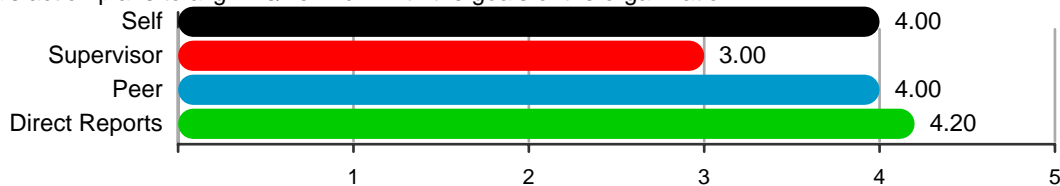
33. Creates a common vision for others.



34. Creates a positive vision of the future for the Company.



35. Develops action plans to align his/her work with the goals of the organization



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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Behaves in a way that is consistent with business values & code of conduct	15	4.07	80.0	20%	53%	27%
32. Leads employees in new directions.	15	4.47	100.0		53%	47%
33. Creates a common vision for others.	15	4.13	80.0	20%	47%	33%
34. Creates a positive vision of the future for the Company.	15	4.13	86.7	13%	60%	27%
35. Develops action plans to align his/her work with the goals of the organization	15	4.00	80.0	20%	60%	20%

Comments:

- ___'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.
- ___ 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.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- She makes me feel like an important and valued team member.
- ___'s dedication and leadership in the management development program is evident.
- 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.

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 does follow up and follow through.
- ___ not only values and listens to her staff she also gives them the support they need.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- She is a fantastic resource.
- ___ continues to be a great boss. She is available to us and always has time to help with anything.

What do you like best about working with this individual?

- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- she is open and willing to share her vision for the team.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- She seems to be well respected from members of her own team as well.
- She has a very engaging style which generates trust and respect.

What do you like least about working with this individual?

- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- She is an excellent problem solver.
- I value and appreciate ___ very much.

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

- What I like is her standard line what resources do you need from me to make this work?
- ___'s job performance exceeds all the elements.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- Additional feedback and communication.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- she continues to make improvements in core competencies.

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

- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ has been very supportive of me and the Institute.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- I feel ___ always has the customer's best interest at heart.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.

Any final comments?

- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- Sometimes difficult to understand what is being asked. Provide more clarity.
- ___ strives to be professional with each and every interaction and I think inspires confidence.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- She strives to be an effective and available leader.