



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.

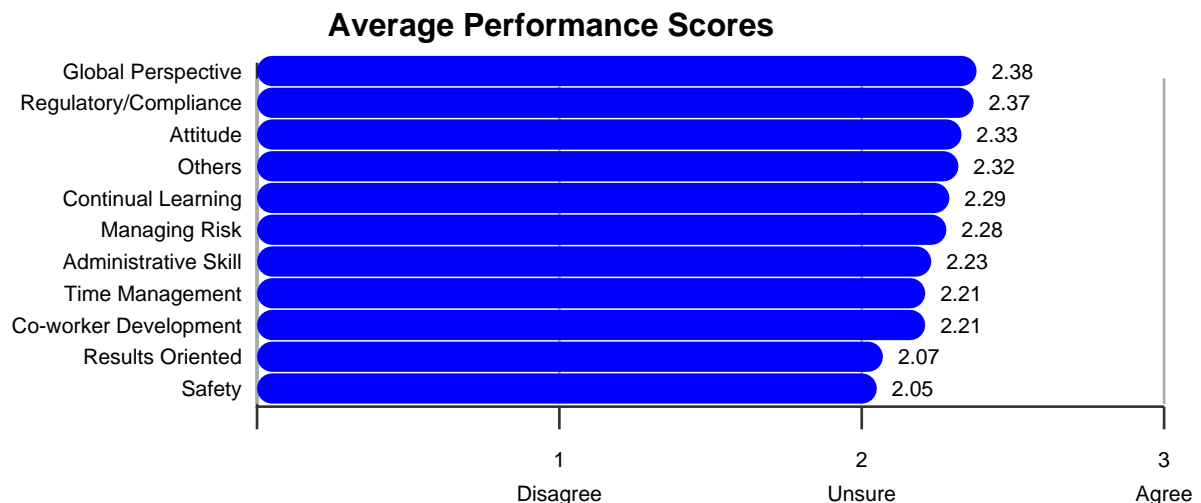
What to Do with Your Feedback

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 11 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

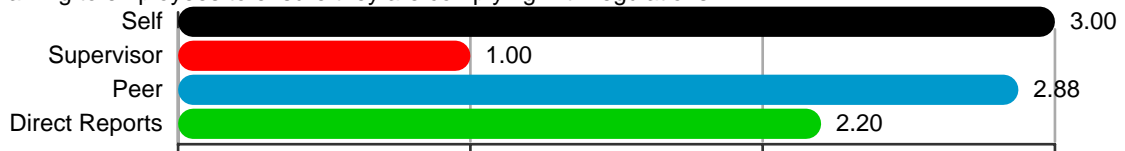
Summary Scores



1. Performs regular compliance audits.



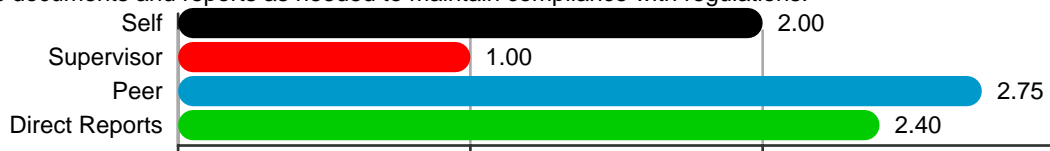
2. Offers training to employees to ensure they are complying with regulations.



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



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



5. Performs audits regularly, or without notice, to ensure proper compliance with regulations.



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).

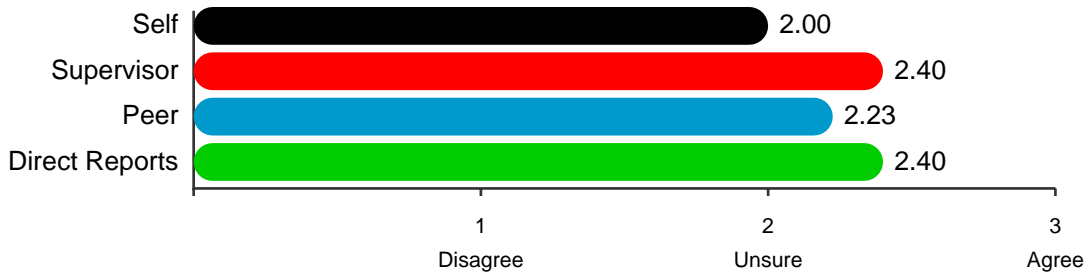
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Performs regular compliance audits.	15	2.27	33.3	7%	60%	33%
2. Offers training to employees to ensure they are complying with regulations.	15	2.53	73.3	20%	7%	73%
3. Maintains compliance with federal, state, and local laws.	15	2.33	40.0	7%	53%	40%
4. Creates documents and reports as needed to maintain compliance with regulations.	15	2.47	53.3	7%	40%	53%
5. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	2.27	40.0	13%	47%	40%

Comments:

- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- Is a fantastic source of feedback and growth development.

Managing Risk

Summary Scores



6. Performs regular risk analyses to minimize adverse outcomes.



7. Improves process safety where possible.



8. Seeks to increase safety in the workplace.



9. Maintains open communication with other departments.



10. Seeks to maintain the long-term viability of the Company.



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. Performs regular risk analyses to minimize adverse outcomes.	15	2.13	33.3	20%	47%	33%
7. Improves process safety where possible.	15	2.07	26.7	20%	53%	27%
8. Seeks to increase safety in the workplace.	15	2.33	40.0	7%	53%	40%
9. Maintains open communication with other departments.	15	2.40	53.3	13%	33%	53%
10. Seeks to maintain the long-term viability of the Company.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has an incredible vision for our organization's strategy and improvement efforts.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- 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.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- ___ collaborates well with other departments and managers.

Administrative Skill

Summary Scores



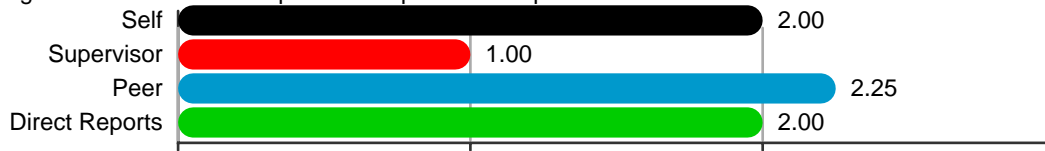
11. Implements and uses performance measures.



12. Enthusiastic about taking on challenging projects.



13. Strong organizational skills to keep the workspace and department in order



14. Has strong technical/computer skills.



15. High attention to detail.



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).

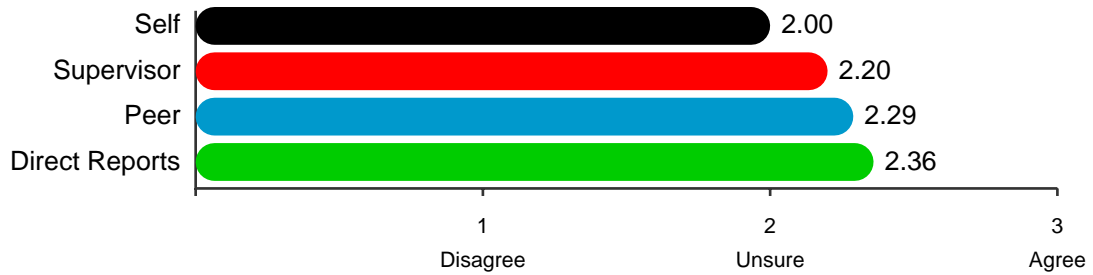
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Implements and uses performance measures.	15	2.33	40.0	7%	53%	40%
12. Enthusiastic about taking on challenging projects.	15	2.07	20.0	13%	67%	20%
13. Strong organizational skills to keep the workspace and department in order	15	2.07	26.7	20%	53%	27%
14. Has strong technical/computer skills.	15	2.27	40.0	13%	47%	40%
15. High attention to detail.	14	2.43	50.0	7%	43%	50%

Comments:

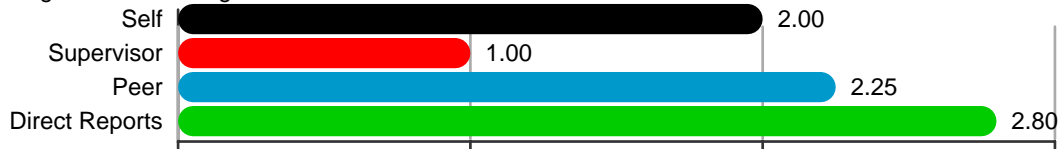
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.

Continual Learning

Summary Scores



16. Takes charge of their training and skills enhancement.



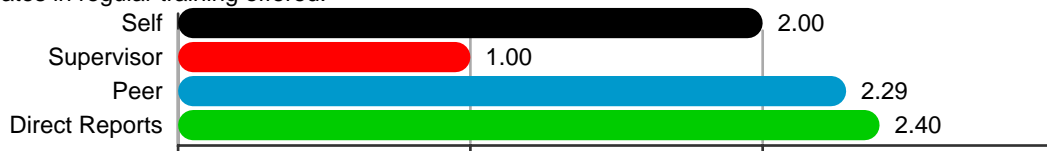
17. Improves on their skill sets.



18. Sets relevant learning objectives and goals.



19. Participates in regular training offered.



20. Seeks opportunities to grow in skills and knowledge.



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
16. Takes charge of their training and skills enhancement.	15	2.33	46.7	13%	40%	47%
17. Improves on their skill sets.	15	2.33	40.0	7%	53%	40%
18. Sets relevant learning objectives and goals.	14	2.00	14.3	14%	71%	14%
19. Participates in regular training offered.	14	2.21	42.9	21%	36%	43%
20. Seeks opportunities to grow in skills and knowledge.	15	2.53	60.0	7%	33%	60%

Comments:

- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ is an impressive performer.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.

Attitude

Summary Scores



21. Visibly supports and encourages diversity in style and background.



22. Builds open and trusting relationships.



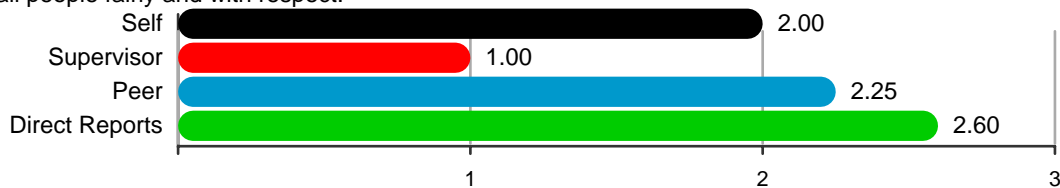
23. Contributes to a positive work environment.



24. Contributes to a positive and fun work environment.



25. Treats all people fairly and with respect.



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
21. Visibly supports and encourages diversity in style and background.	15	2.60	66.7	7%	27%	67%
22. Builds open and trusting relationships.	15	2.33	40.0	7%	53%	40%
23. Contributes to a positive work environment.	15	2.07	20.0	13%	67%	20%
24. Contributes to a positive and fun work environment.	15	2.40	53.3	13%	33%	53%
25. Treats all people fairly and with respect.	15	2.27	53.3	27%	20%	53%

Comments:

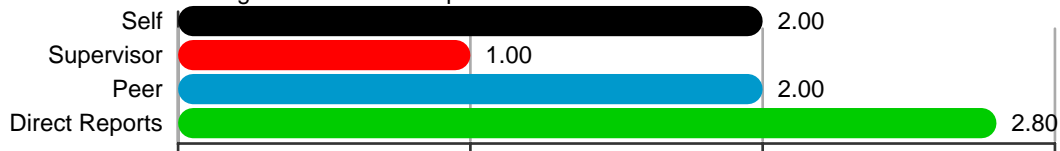
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- She is such a positive person and always willing to pitch in where help is needed.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- ___ has excellent job and people skills.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.

Time Management

Summary Scores



26. Prioritizes new tasks according to their relative importance.



27. Leaves time in the schedule for unplanned contingencies.



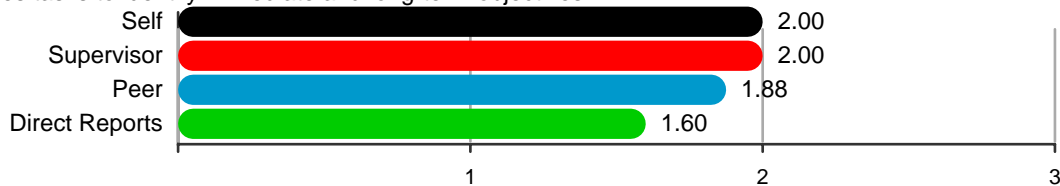
28. Sets a good balance between work and family life.



29. Deals effectively with interruptions.



30. Prioritizes tasks to identify immediate and long-term objectives.



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).

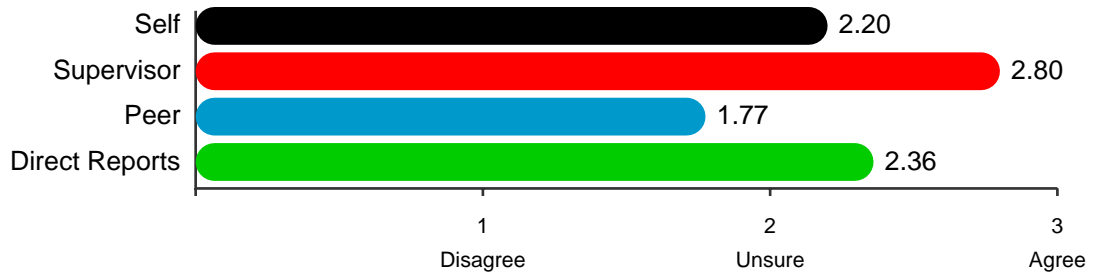
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Prioritizes new tasks according to their relative importance.	15	2.20	33.3	13%	53%	33%
27. Leaves time in the schedule for unplanned contingencies.	15	2.00	26.7	27%	47%	27%
28. Sets a good balance between work and family life.	15	2.47	53.3	7%	40%	53%
29. Deals effectively with interruptions.	15	2.60	60.0		40%	60%
30. Prioritizes tasks to identify immediate and long-term objectives.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is willing to understand how a current process works before wanting to incorporate changes.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- Great to have you on the team!
- Participates in training to learn Core Competency processes.

Results Oriented

Summary Scores



31. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



32. Encourages a high-energy, fun work environment and coaches others on how to do the same



33. Explains the "whys" behind organizational objectives



34. Inspires and motivates co-workers to be productive and energetic at work



35. Directs team in prioritizing daily work activities



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).

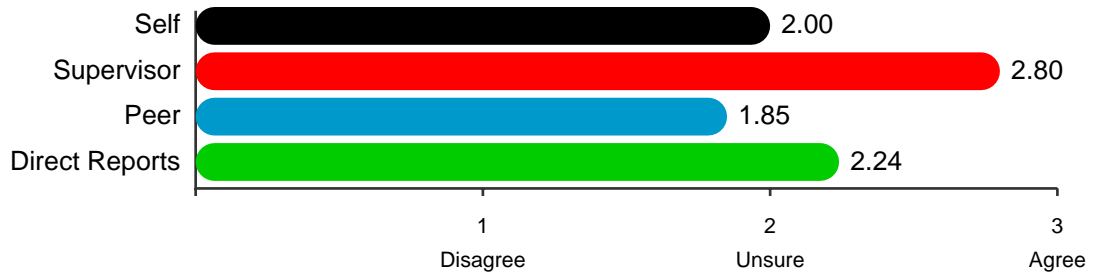
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	2.13	33.3	20%	47%	33%
32. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	2.13	33.3	20%	47%	33%
33. Explains the "whys" behind organizational objectives	15	2.07	33.3	27%	40%	33%
34. Inspires and motivates co-workers to be productive and energetic at work	15	2.13	26.7	13%	60%	27%
35. Directs team in prioritizing daily work activities	15	1.87	20.0	33%	47%	20%

Comments:

- She is very supportive of cross training and learning new skills.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.

Safety

Summary Scores



36. Participates in safety training when available.



37. Points out behaviors in others that may be unsafe.



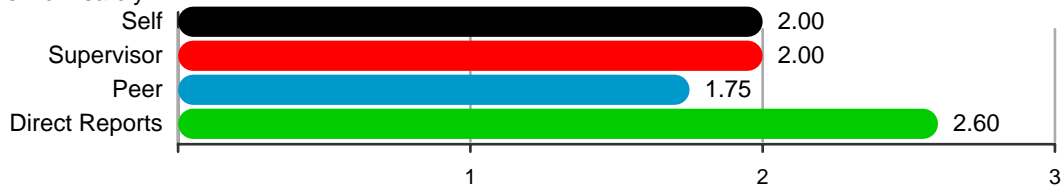
38. Supports our company's safety programs.



39. Ensures that all supervisors are aware of regulatory and compliance measures.



40. Performs work safely.



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).

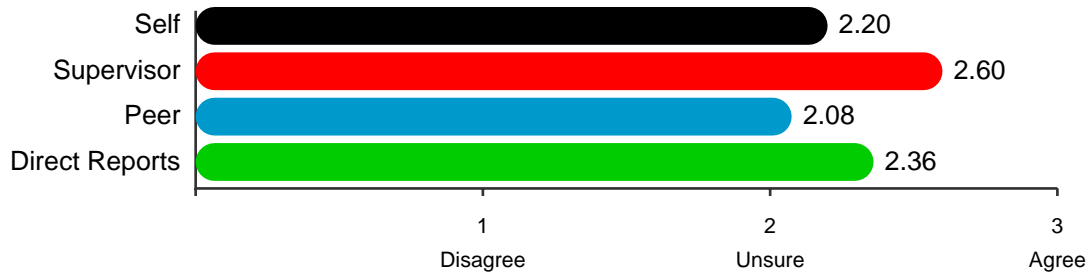
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Participates in safety training when available.	15	1.87	20.0	33%	47%	20%
37. Points out behaviors in others that may be unsafe.	15	1.93	13.3	20%	67%	13%
38. Supports our company's safety programs.	15	2.07	33.3	27%	40%	33%
39. Ensures that all supervisors are aware of regulatory and compliance measures.	15	2.33	33.3		67%	33%
40. Performs work safely.	15	2.07	33.3	27%	40%	33%

Comments:

- In every interaction that I have had with ____, I have found her to be professional, reliable, and engaged in the process.
- The few problems we have experienced during these changes is a reflection of ____'s leadership.
- ____ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- ____ makes great hiring choices. she is clear on what needs to be done.
- She is an excellent teammate, great attitude, effort, and energy.
- Sometimes her decisions aren't thought through from a financial perspective.

Co-worker Development

Summary Scores



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



42. Takes immediate action on poor performance



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



44. Sets and clearly communicates expectations, performance goals, and measurements to others



45. Works to identify root causes of performance problems



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).

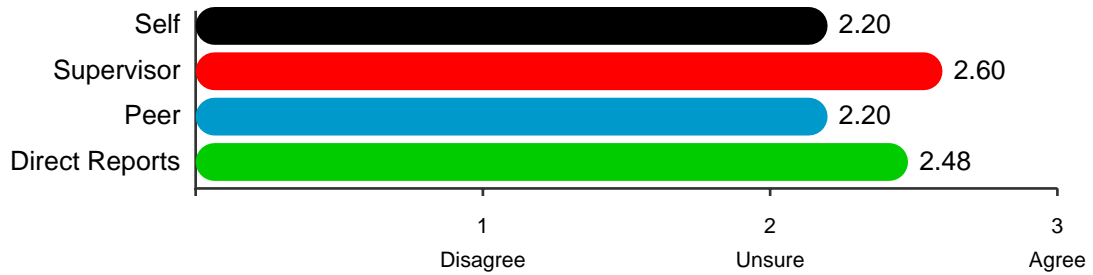
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.00	26.7	27%	47%	27%
42. Takes immediate action on poor performance	15	2.13	33.3	20%	47%	33%
43. Provides ongoing feedback to co-workers on their development progress	15	2.20	40.0	20%	40%	40%
44. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.20	26.7	7%	67%	27%
45. Works to identify root causes of performance problems	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is great about approaching and including staff input with decision making within the department.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ is professional, collaborative. . .a great team member.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- She holds everyone to such a high standard, you don't want to disappoint her.

Others

Summary Scores



46. Helpful



47. Able to see issues from others' perspectives.



48. Includes others in the decision making processes.



49. Forms working relationships with employees from other departments.



50. ...treats others with respect and dignity.



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).

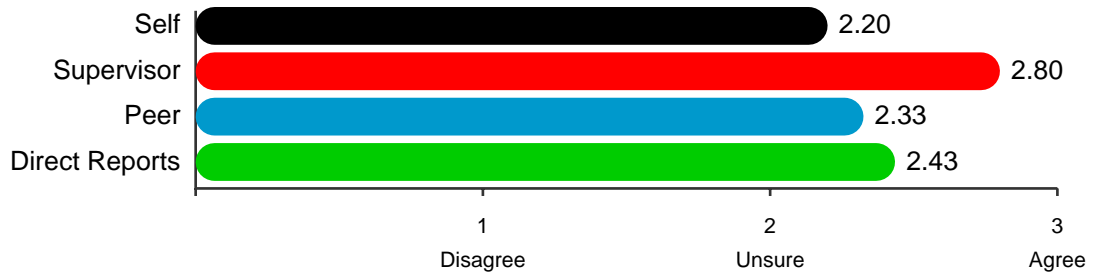
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Helpful	15	2.27	26.7		73%	27%
47. Able to see issues from others' perspectives.	15	2.13	26.7	13%	60%	27%
48. Includes others in the decision making processes.	15	2.40	40.0		60%	40%
49. Forms working relationships with employees from other departments.	15	2.47	46.7		53%	47%
50. ...treats others with respect and dignity.	15	2.33	46.7	13%	40%	47%

Comments:

- I value ___ for so much more than her negotiating skills which are outstanding.
- ___'s dedication and leadership in the management development program is evident.
- Employees were not encouraged to do anything besides come to work.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- She is an excellent Manager!

Global Perspective

Summary Scores



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



52. Accepts setbacks and challenges in foreign markets as improvement opportunities



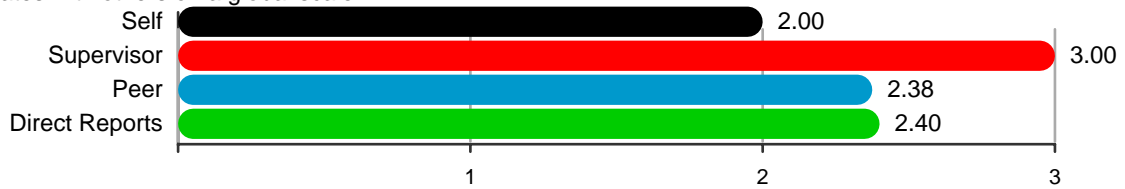
53. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.



54. Considers customers point of view when making decisions.



55. Cooperates with others on a global scale.



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
51. Able to work with others from different cultures and countries.	14	2.21	28.6	7%	64%	29%
52. Accepts setbacks and challenges in foreign markets as improvement opportunities	14	2.29	42.9	14%	43%	43%
53. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	2.53	53.3		47%	53%
54. Considers customers point of view when making decisions.	15	2.47	46.7		53%	47%
55. Cooperates with others on a global scale.	15	2.40	40.0		60%	40%

Comments:

- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- She is both the manager and the interim director for the service line.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- Good leadership style.
- She's a good and reliable team member.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.

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 is passionate about providing the services necessary to meet the needs of our organization.
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- ___ is organized and thorough.
- Need to continue to engage staff in team development and role clarification.
- She consistently conducts herself with professionalism and represents our unit well.

What do you like best about working with this individual?

- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- Expectations are not always clearly communicated/outlined.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- She is eager to learn and eager to share knowledge.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.

What do you like least about working with this individual?

- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.

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

- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.

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

- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.

Any final comments?

- ___ is a great team player for our organization as a whole and for the Department itself.
 - Detail oriented
 - She could improve with a take charge attitude.
 - ___ has been an excellent assistant manager.
 - ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role.
- I am unable to evaluate some questions as we have a limited period of working together.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.