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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.

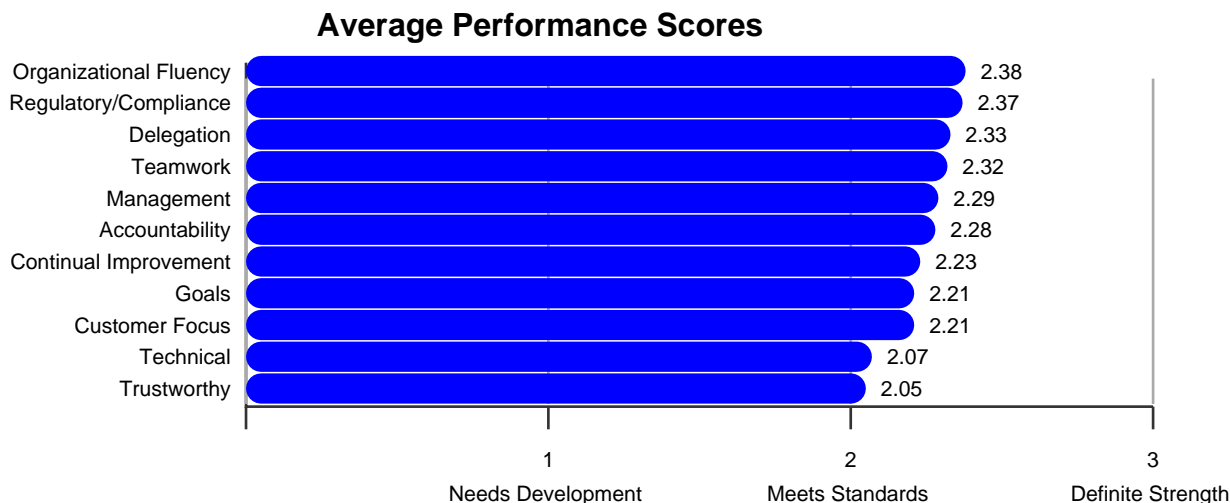
## What to Do with Your Feedback

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

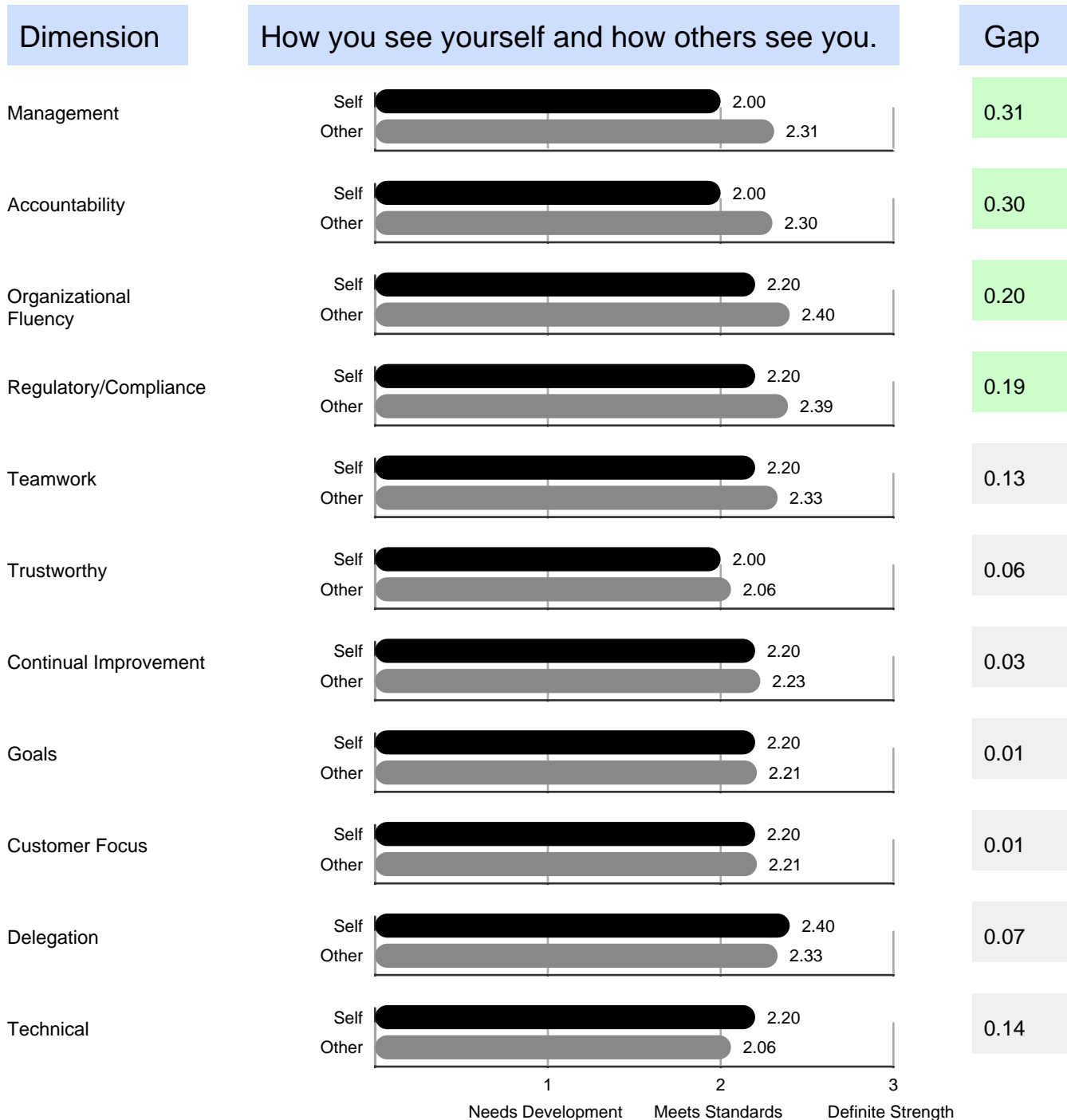
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



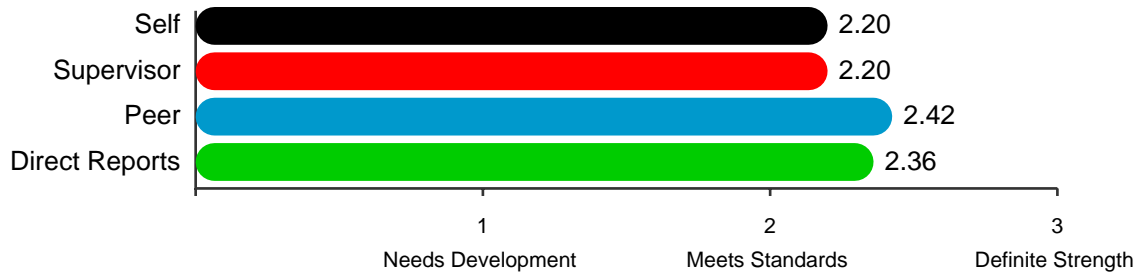
## Gap Analysis

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

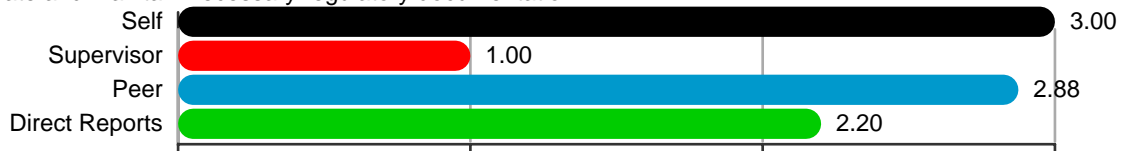
## Summary Scores



1. You ensure the company meets legal requirements/standards regarding employees.



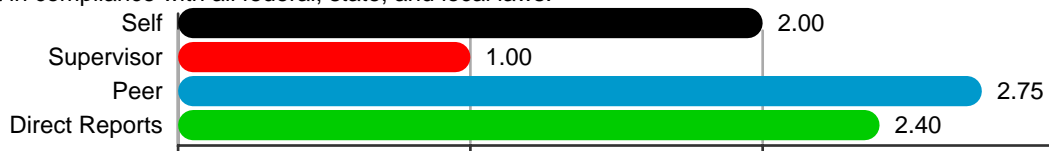
2. You create and maintain necessary regulatory documentation.



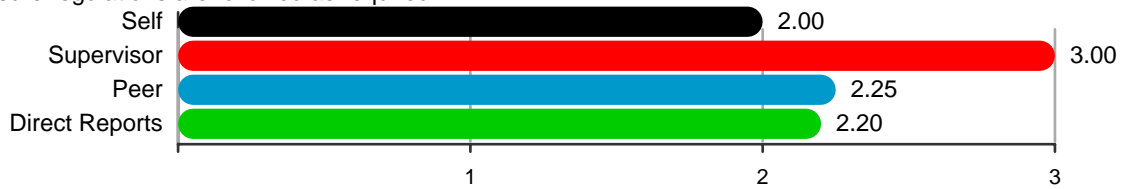
3. You follow all safety regulations and procedures.



4. You act in compliance with all federal, state, and local laws.



5. You ensure regulations are followed as required.



## 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).

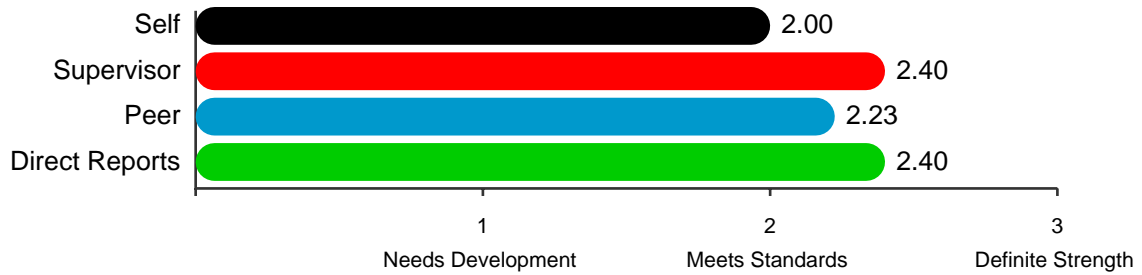
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You ensure the company meets legal requirements/standards regarding employees.	15	2.27	33.3	7%	60%	33%
2. You create and maintain necessary regulatory documentation.	15	2.53	73.3	20%	7%	73%
3. You follow all safety regulations and procedures.	15	2.33	40.0	7%	53%	40%
4. You act in compliance with all federal, state, and local laws.	15	2.47	53.3	7%	40%	53%
5. You ensure regulations are followed as required.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ excels at customer service and keeping our team focused on the customer.
- \_\_\_\_\_ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- \_\_\_\_\_ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- he has patience.
- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.

# Accountability

## Summary Scores



6. You act like an owner when they make decisions.



7. You accept responsibility for outcomes.



8. You take ownership of mistakes and learn from them.



9. You are someone who is trustworthy.



10. You tackle issues head on and finds solutions.



## Level of Skill

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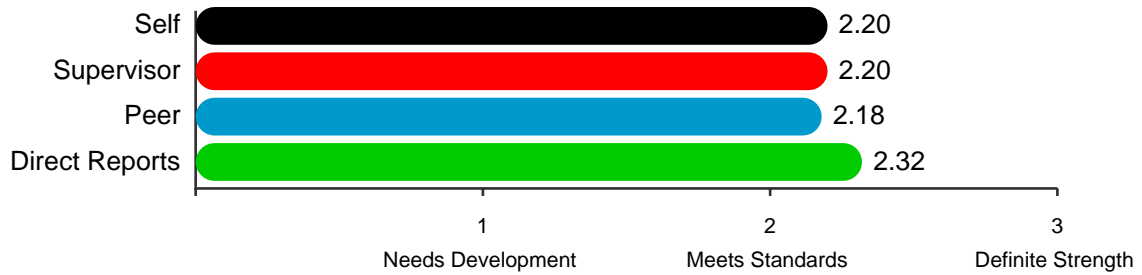
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You act like an owner when they make decisions.	15	2.13	33.3	20%	47%	33%
7. You accept responsibility for outcomes.	15	2.07	26.7	20%	53%	27%
8. You take ownership of mistakes and learn from them.	15	2.33	40.0	7%	53%	40%
9. You are someone who is trustworthy.	15	2.40	53.3	13%	33%	53%
10. You tackle issues head on and finds solutions.	15	2.47	60.0	13%	27%	60%

### Comments:

- Is reliable and keeps the team focused on the delivery of outcomes.
- There is room for improvement in all these elements.
- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.
- He encourages staff skill development and input to improve department processes
- He is in an often times impossible position and is doing well all things considered
- \_\_\_\_\_ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.

# Continual Improvement

## Summary Scores



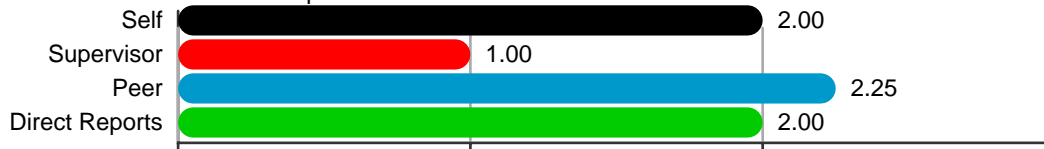
11. You identify opportunities to improve workflow processes through the better use of technology.



12. You encourage an employee culture of continuous improvement to seek out better ways of doing things.



13. You evaluate the effectiveness of improvements.



14. You analyze processes to determine areas for improvement.



15. You investigate the root causes of problems.





## Level of Skill

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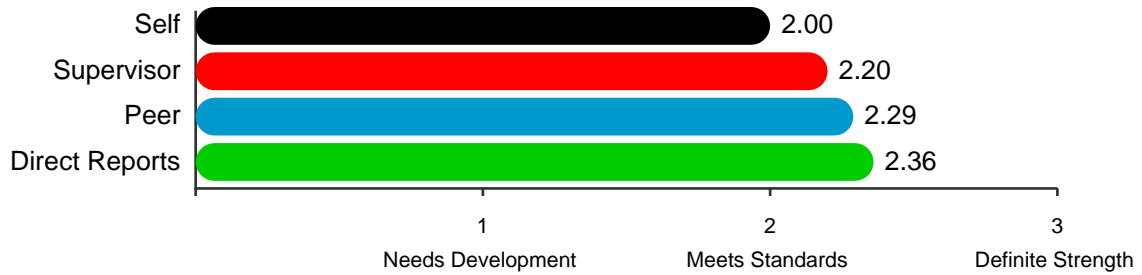
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You identify opportunities to improve workflow processes through the better use of technology.	15	2.33	40.0	7%	53%	40%
12. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	2.07	20.0	13%	67%	20%
13. You evaluate the effectiveness of improvements.	15	2.07	26.7	20%	53%	27%
14. You analyze processes to determine areas for improvement.	15	2.27	40.0	13%	47%	40%
15. You investigate the root causes of problems.	14	2.43	50.0	7%	43%	50%

### Comments:

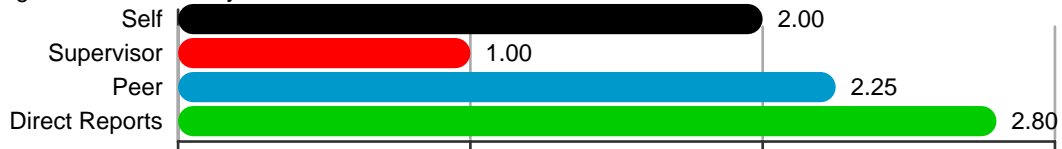
- I know I can always count of \_\_\_\_\_ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- \_\_\_\_\_ is very reliable, respectful and ethical in his leadership.
- He holds everyone to such a high standard, you don't want to disappoint him.
- \_\_\_\_\_ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!

# Management

## Summary Scores



### 16. You delegate tasks effectively



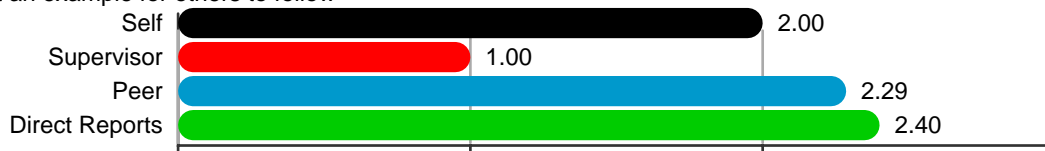
### 17. You make others feel enthusiastic about your work



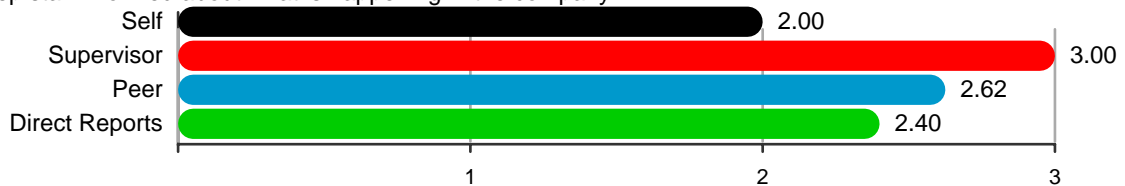
### 18. You are ready to offer help



### 19. You set an example for others to follow



### 20. You keep staff informed about what is happening in the company



## Level of Skill

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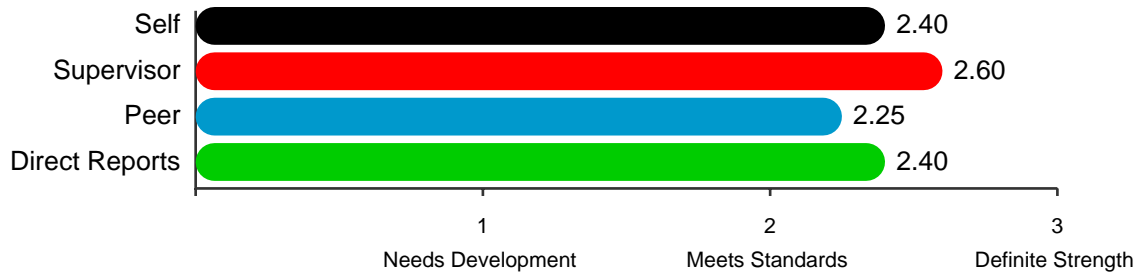
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You delegate tasks effectively	15	2.33	46.7	13%	40%	47%
17. You make others feel enthusiastic about your work	15	2.33	40.0	7%	53%	40%
18. You are ready to offer help	14	2.00	14.3	14%	71%	14%
19. You set an example for others to follow	14	2.21	42.9	21%	36%	43%
20. You keep staff informed about what is happening in the company	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_\_\_ listens to his staff and delegates responsibilities as appropriate.
- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.
- \_\_\_\_\_ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- \_\_\_\_\_ has been very supportive of me and the Institute.
- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.

# Delegation

## Summary Scores



21. You entrust subordinates with important tasks.



22. You select appropriate individuals to complete tasks.



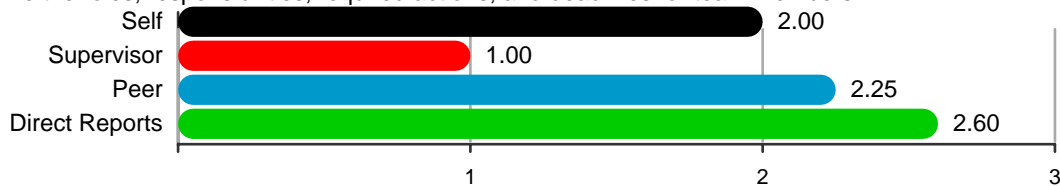
23. You set clear and reasonable expectations for others and follows through on your progress.



24. You encourage and empower subordinates to use initiative in achieving goals and objectives.



25. You define the roles, responsibilities, required actions, and deadlines for team members.



## Level of Skill

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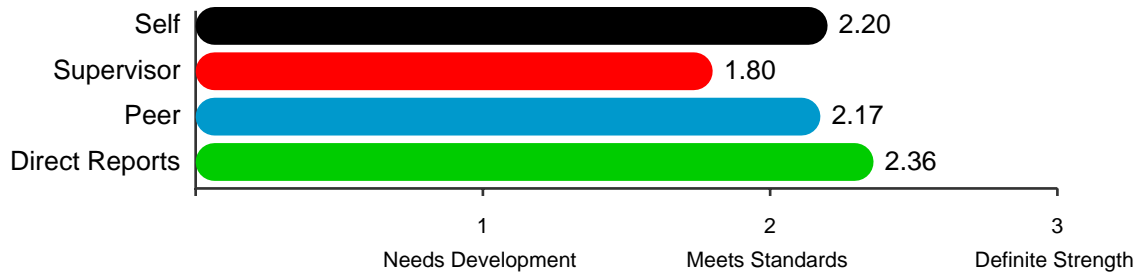
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You entrust subordinates with important tasks.	15	2.60	66.7	7%	27%	67%
22. You select appropriate individuals to complete tasks.	15	2.33	40.0	7%	53%	40%
23. You set clear and reasonable expectations for others and follows through on your progress.	15	2.07	20.0	13%	67%	20%
24. You encourage and empower subordinates to use initiative in achieving goals and objectives.	15	2.40	53.3	13%	33%	53%
25. You define the roles, responsibilities, required actions, and deadlines for team members.	15	2.27	53.3	27%	20%	53%

### Comments:

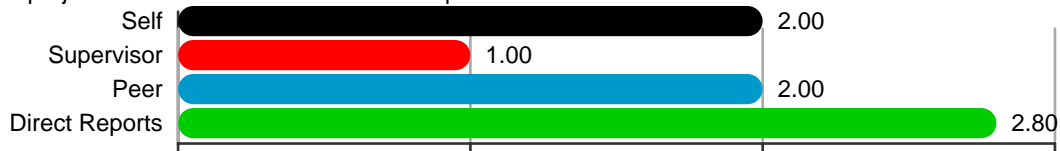
- \_\_\_\_\_ is very supportive to staff and offers many opportunities for staff to grow.
- \_\_\_\_\_ does an exceptional job at running the department.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Our organization is a better place because of his and his future focus.
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- \_\_\_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.

# Goals

## Summary Scores



26. You seek projects in areas outside immediate responsibilities.



27. You conduct timely follow-up; keeps others informed on a need to know basis.



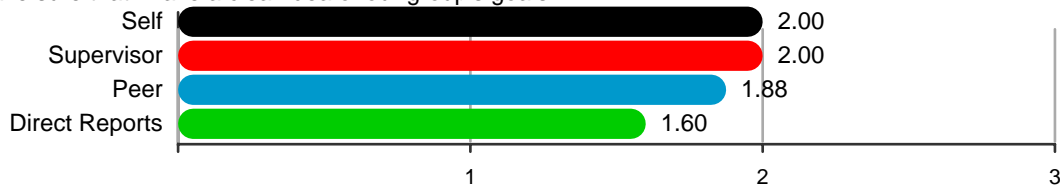
28. You set challenging stretch goals



29. You understand and contribute to development of strategic goals.



30. You make sure that I have a clear idea of our group's goals.



## Level of Skill

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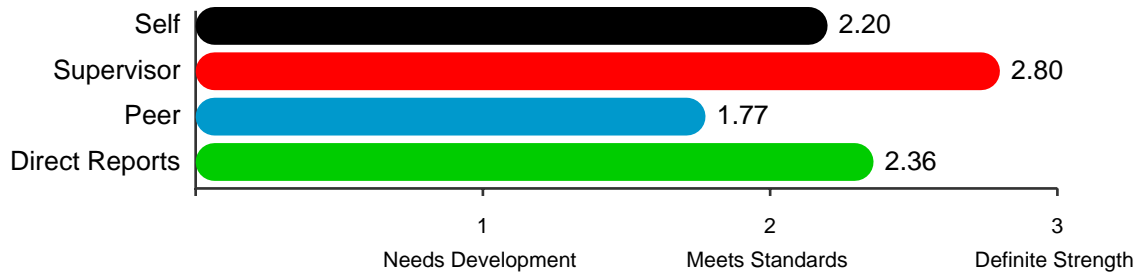
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You seek projects in areas outside immediate responsibilities.	15	2.20	33.3	13%	53%	33%
27. You conduct timely follow-up; keeps others informed on a need to know basis.	15	2.00	26.7	27%	47%	27%
28. You set challenging stretch goals	15	2.47	53.3	7%	40%	53%
29. You understand and contribute to development of strategic goals.	15	2.60	60.0		40%	60%
30. You make sure that I have a clear idea of our group's goals.	15	1.80	13.3	33%	53%	13%

### Comments:

- He is very supportive of cross training and learning new skills.
- \_\_\_\_\_ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- His communication style can also come across as very directive at times to peers and subordinates.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.

# Technical

## Summary Scores



31. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



32. You know how to produce high quality products/work.



33. You seek information from others as needed.



34. You willingly share information and expertise; sought out as resource by others



35. You are knowledgeable of procedures or systems necessary for the job.





## 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).

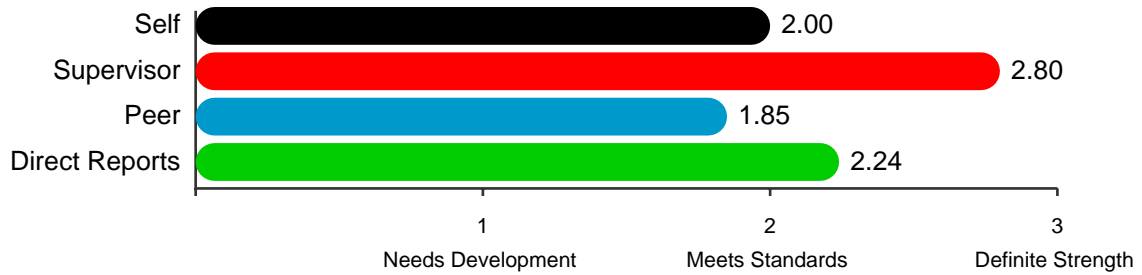
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.13	33.3	20%	47%	33%
32. You know how to produce high quality products/work.	15	2.13	33.3	20%	47%	33%
33. You seek information from others as needed.	15	2.07	33.3	27%	40%	33%
34. You willingly share information and expertise; sought out as resource by others	15	2.13	26.7	13%	60%	27%
35. You are knowledgeable of procedures or systems necessary for the job.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_\_\_ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- He is a joy to work for.
- As noted in the comments above, \_\_\_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.
- Be being better organized. It would help with prioritizing.
- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.

# Trustworthy

## Summary Scores



36. You communicate an understanding of the other person's interests, needs and concerns.



37. You demonstrate congruence between statements and actions.



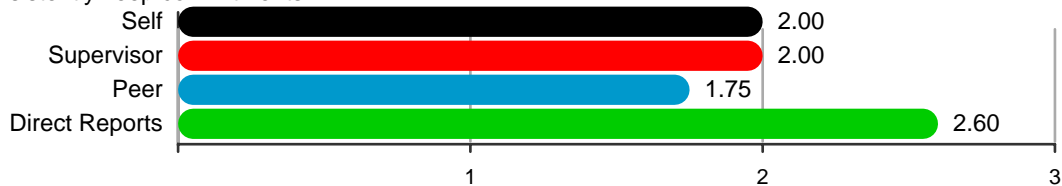
38. You take care to maintain confidential information.



39. You demonstrate a sense of responsibility and commitment to public trust.



40. You consistently keep commitments.



## 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).

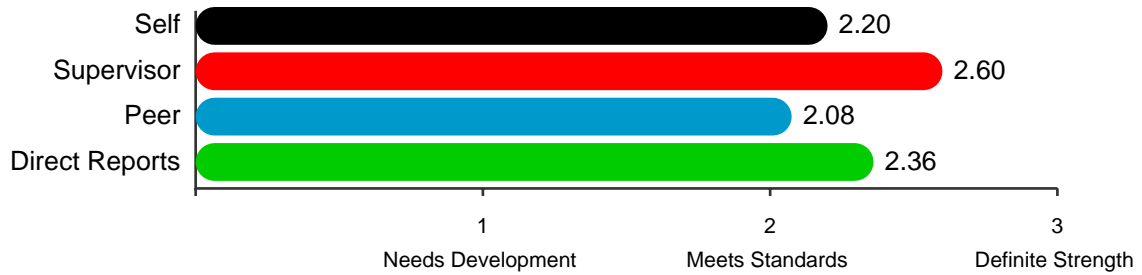
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You communicate an understanding of the other person's interests, needs and concerns.	15	1.87	20.0	33%	47%	20%
37. You demonstrate congruence between statements and actions.	15	1.93	13.3	20%	67%	13%
38. You take care to maintain confidential information.	15	2.07	33.3	27%	40%	33%
39. You demonstrate a sense of responsibility and commitment to public trust.	15	2.33	33.3		67%	33%
40. You consistently keep commitments.	15	2.07	33.3	27%	40%	33%

### Comments:

- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- The only constructive feedback that I would have for \_\_\_\_\_ is that it would be nice to have him "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 his current burden here.
- He has been and is a mentor for me.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- \_\_\_\_\_ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.

# Customer Focus

## Summary Scores



41. You develop strong customer relationships.



42. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.



43. You develop good rapport and trust with the customer.



44. You maintain positive customer relationships.



45. You do not hesitate to address customer concerns or complaints.



## 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).

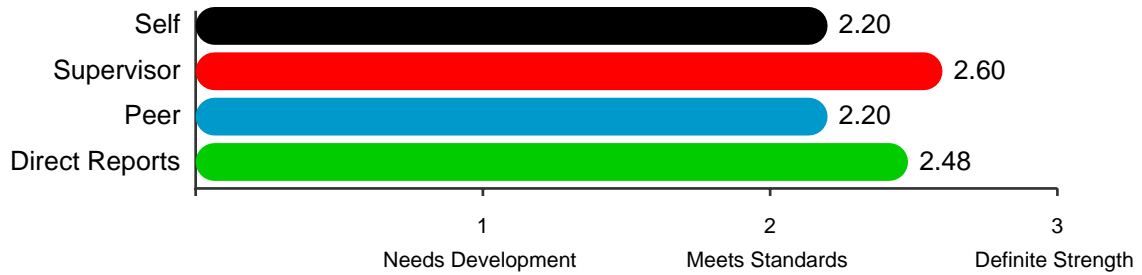
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You develop strong customer relationships.	15	2.00	26.7	27%	47%	27%
42. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	15	2.13	33.3	20%	47%	33%
43. You develop good rapport and trust with the customer.	15	2.20	40.0	20%	40%	40%
44. You maintain positive customer relationships.	15	2.20	26.7	7%	67%	27%
45. You do not hesitate to address customer concerns or complaints.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- \_\_\_\_\_ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- \_\_\_\_\_ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- He communicates clearly and responds to request without unnecessary delay.

# Teamwork

## Summary Scores



46. You are open to new ideas that may change own goals for benefit of the team



47. You demonstrate compassion and respect for others through actions; is concerned about your work and non-work issues



48. You share credit for accomplishments with team members



49. You carry your share of the workload



50. You provide assistance and support to other team members when needed



## 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).

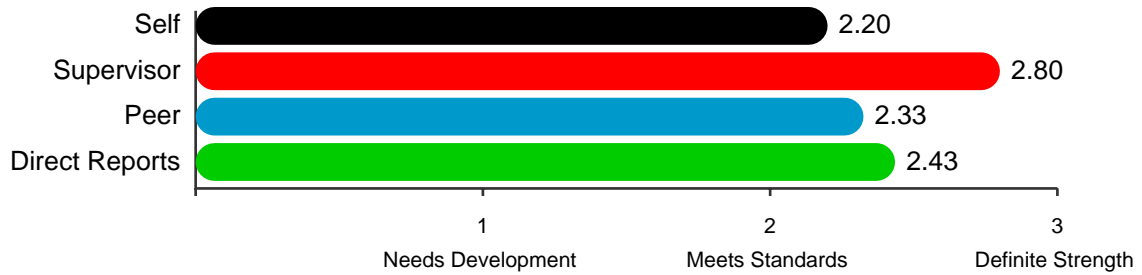
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You are open to new ideas that may change own goals for benefit of the team	15	2.27	26.7		73%	27%
47. You demonstrate compassion and respect for others through actions; is concerned about your work and non-work issues	15	2.13	26.7	13%	60%	27%
48. You share credit for accomplishments with team members	15	2.40	40.0		60%	40%
49. You carry your share of the workload	15	2.47	46.7		53%	47%
50. You provide assistance and support to other team members when needed	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_\_\_ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- He holds everyone to such a high standard, you don't want to disappoint him.
- \_\_\_\_\_ recently set a good example with staff in living out a key behavior he 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.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- \_\_\_\_\_ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.

# Organizational Fluency

## Summary Scores



51. You get things done through the department.



52. You anticipate problems that may affect the department.



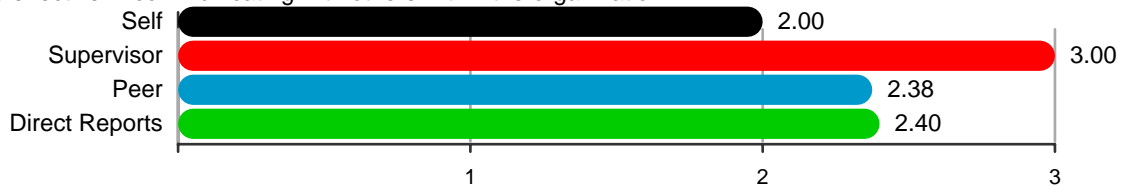
53. You are able to use corporate politics to advance department objectives.



54. You understand the current organizational culture.



55. You are effective in communicating with others within 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You get things done through the department.	14	2.21	28.6	7%	64%	29%
52. You anticipate problems that may affect the department.	14	2.29	42.9	14%	43%	43%
53. You are able to use corporate politics to advance department objectives.	15	2.53	53.3		47%	53%
54. You understand the current organizational culture.	15	2.47	46.7		53%	47%
55. You are effective in communicating with others within the organization.	15	2.40	40.0		60%	40%

### Comments:

- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- He recognized where I needed help and supported me in making the case to get it.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- \_\_\_\_\_'s passion is construction. I had the pleasure of working for him 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.
- He make sure the team effort not only succeed on paper.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.

## 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?

- \_\_\_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- \_\_\_\_\_ is very good at recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that \_\_\_\_\_ respects their abilities and contributions to the department.
- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- It is difficult with a small staff to assign roles that best use each employee's strengths but have tried hard to learn the staff and their strengths.
- You could check for clarity in expectations more frequently.

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

- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- \_\_\_\_\_ sometimes uses an intense lecturing style with colleagues which is not effective.
- Shows curiosity.
- \_\_\_\_\_ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

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

- He leads by example.
- \_\_\_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- \_\_\_\_\_ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- He is very responsive when asked for input or his assistance is requested.
- \_\_\_\_\_ has a strong work ethic and is consistently working with the mindset that customers come first.

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

- Help subordinates grow by challenging them to solve a problem instead of providing the answers.
- \_\_\_\_\_ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- Everyone who works with \_\_\_\_\_ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.

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

- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.
- He is very professional and caring in his job
- Improve communication delivery. Acknowledge what others are saying.
- \_\_\_\_\_ is fully engaged in his unit. He took on the position and jumped in with both feet.
- \_\_\_\_\_ is a very positive addition to our Management team.
- \_\_\_\_\_ 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 he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate \_\_\_\_\_ !

### Any final comments?

- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- Set clear expectations for others.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- Confidence is the only thing I think he needs to improve on.
- \_\_\_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.