



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.

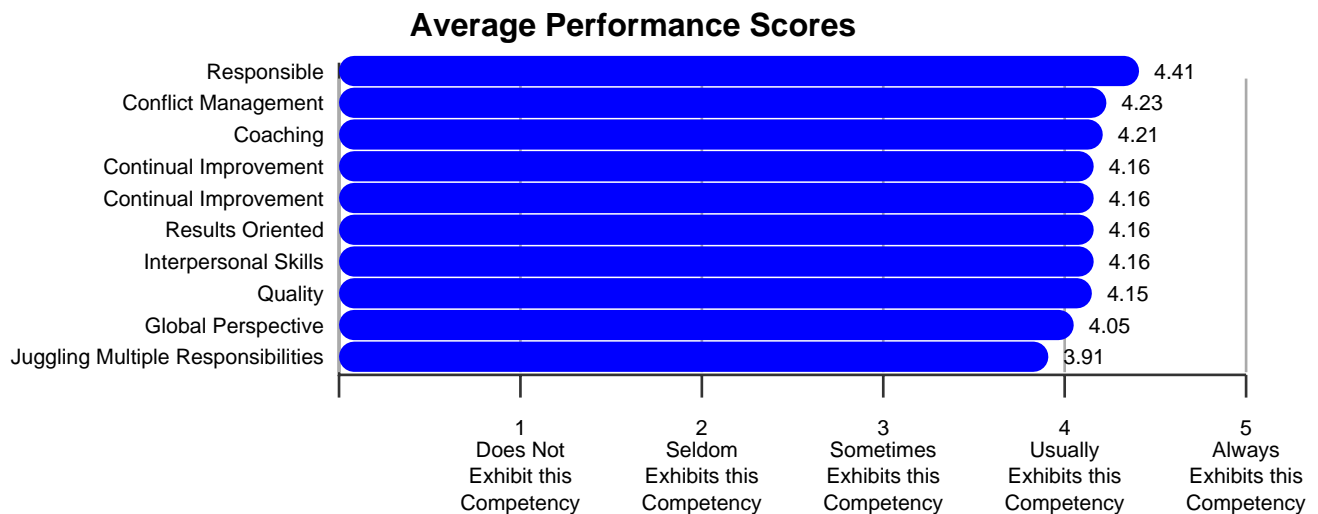
What to Do with Your Feedback

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 10 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.



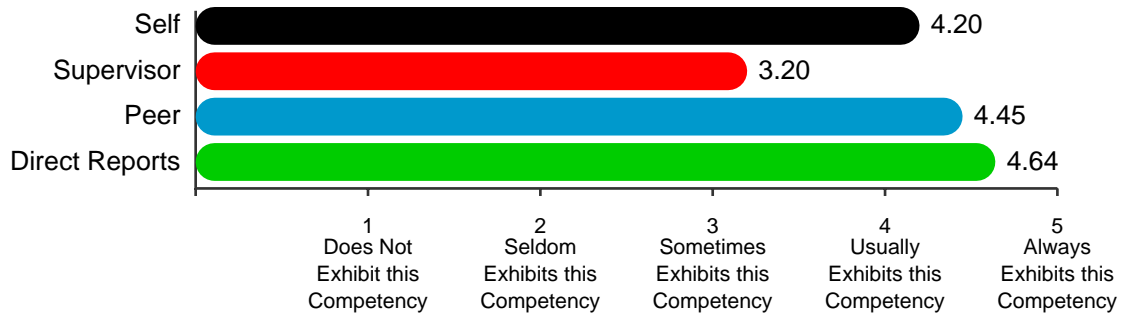
Gap Analysis

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.



Responsible

Summary Scores



1. You set a good example



2. You take personal responsibility for results.



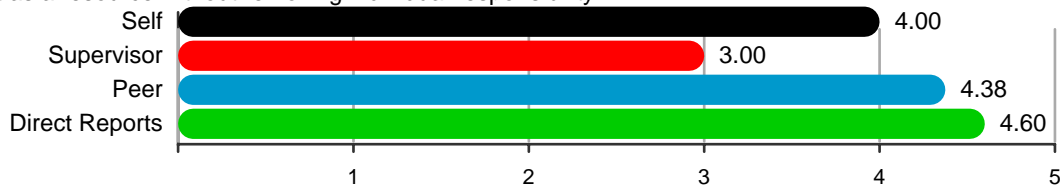
3. You are a person others can trust.



4. Your behavior is ethical and honest.



5. You act as a resource without removing individual responsibility.



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. You set a good example	15	4.20	93.3	7%		67%		27%
2. You take personal responsibility for results.	15	4.87	100.0	13%		87%		
3. You are a person others can trust.	15	4.27	93.3	7%		60%		33%
4. Your behavior is ethical and honest.	15	4.40	86.7	13%	33%		53%	
5. You act as a resource without removing individual responsibility.	15	4.33	93.3	7%		53%		40%

Comments:

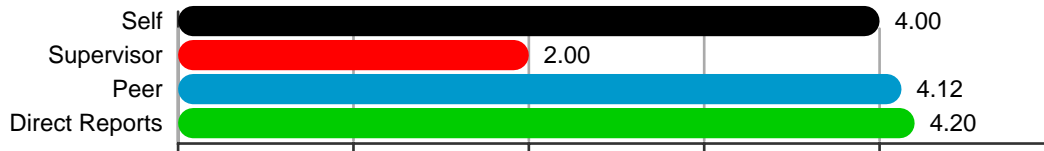
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- Positive attitude.
- just know going through the hiring process with him.
- _____ teams with others to improve communication and process.

Continual Learning

Summary Scores



6. You take the initiative to learn new skills.



7. You set relevant learning objectives and goals.



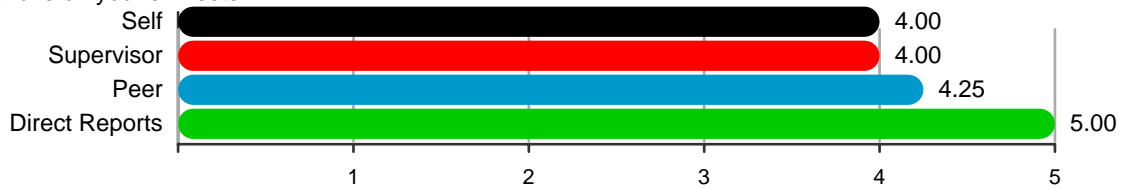
8. You share best practices with others and learn from others.



9. You seek opportunities to grow in skills and knowledge.



10. You improve on your skill sets.



Level of Skill

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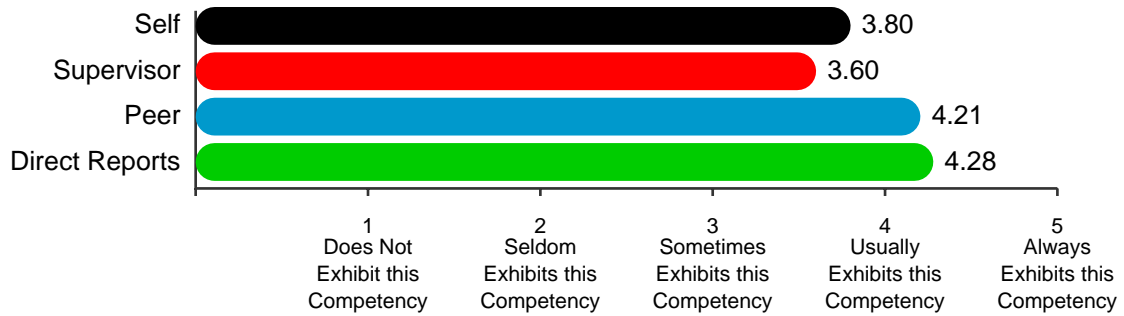
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You take the initiative to learn new skills.	15	4.00	80.0	7%	13%	53%	27%	
7. You set relevant learning objectives and goals.	15	4.07	80.0		20%	53%	27%	
8. You share best practices with others and learn from others.	15	4.33	93.3	7%	47%		47%	
9. You seek opportunities to grow in skills and knowledge.	15	4.47	93.3	7%	40%		53%	
10. You improve on your skill sets.	15	4.47	93.3	7%	40%		53%	

Comments:

- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- just know going through the hiring process with him.
- _____ is respected by the team and they openly seek out his advise or opinion.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- He has the ability to look at the system as a whole and make solid long range decisions.
- He consistently conducts himself with professionalism and represents our unit well.

Continual Improvement

Summary Scores



11. You are open to the suggestions from others.



12. You look for ways to improve work processes and procedures.



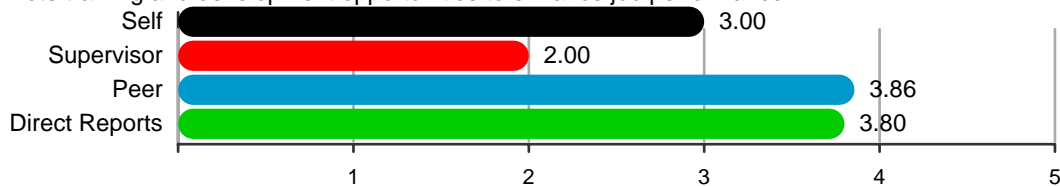
13. You search for new methods, techniques, and processes that increase efficiency and reduce costs.



14. You look for ways to expand and learn new job skills.



15. You promote training and development opportunities to enhance job performance.



Level of Skill

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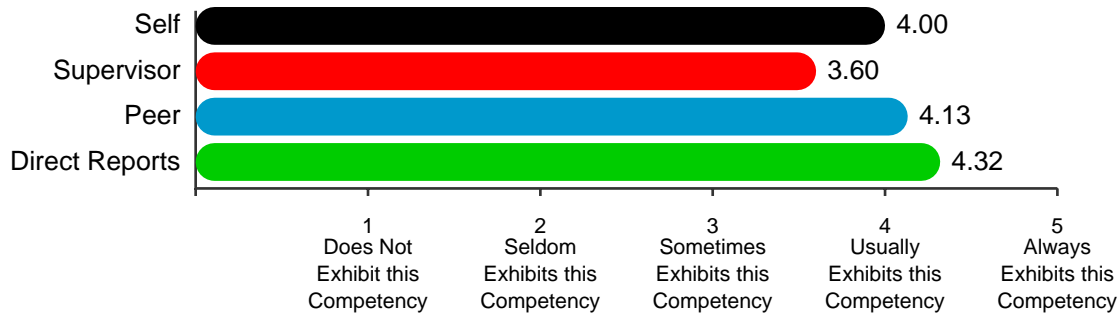
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You are open to the suggestions from others.	15	4.60	100.0			40%	60%	
12. You look for ways to improve work processes and procedures.	15	4.27	100.0			73%		27%
13. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.33	100.0			67%		33%
14. You look for ways to expand and learn new job skills.	15	3.93	73.3	27%		53%		20%
15. You promote training and development opportunities to enhance job performance.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- He is an excellent Manager!
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- _____ is a great team player for our organization as a whole and for the Department itself.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.

Quality

Summary Scores



16. You correct issues in a timely manner.



17. You hold employees accountable for your quality of work.



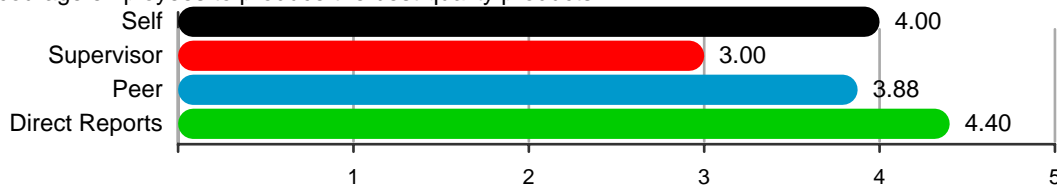
18. You encourage others to achieve high quality standards.



19. You reflect on what is working and what could be improved.



20. You encourage employees to produce the best quality products.



Level of Skill

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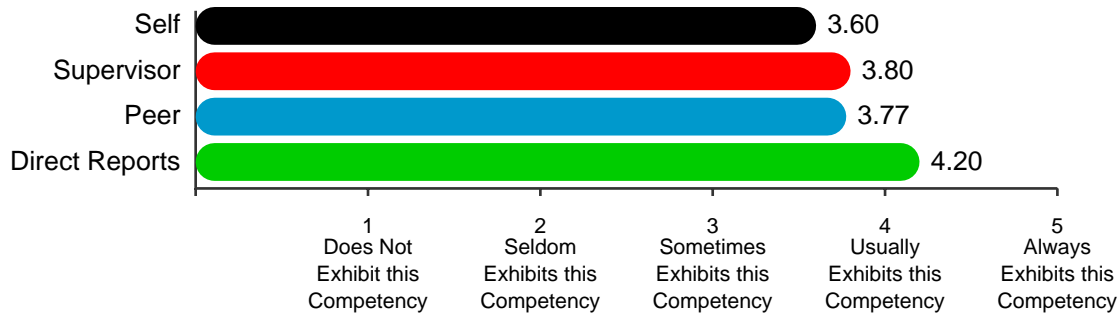
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You correct issues in a timely manner.	15	4.33	86.7	13%	40%	47%		
17. You hold employees accountable for your quality of work.	15	4.27	93.3	7%	60%	33%		
18. You encourage others to achieve high quality standards.	14	4.00	92.9	7%	86%	7%		
19. You reflect on what is working and what could be improved.	14	4.14	85.7	7%	7%	50%	36%	
20. You encourage employees to produce the best quality products.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- Collaboration and dissemination of information and projects is something _____ does well.
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- You can count on _____ to be honest and stay true to commitments.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.

Juggling Multiple Responsibilities

Summary Scores



21. You rank the importance of tasks to make sure critical tasks are completed first.



22. You can multitask while performing all of your other responsibilities and activities.



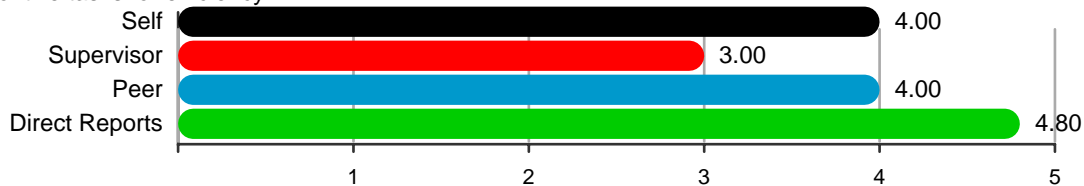
23. You assess current capabilities before committing to new requests from customers.



24. You assign tasks based on skills of team members.



25. You prioritize tasks for efficiency.



Level of Skill

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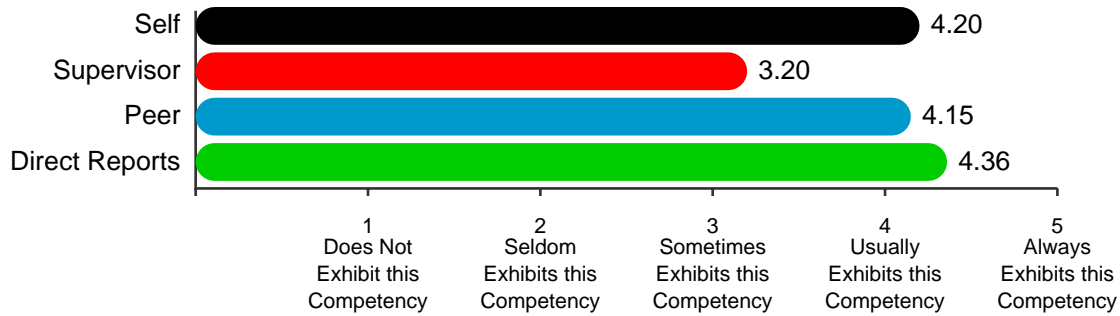
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You rank the importance of tasks to make sure critical tasks are completed first.	15	4.00	66.7	13%	20%	20%	47%	
22. You can multitask while performing all of your other responsibilities and activities.	15	3.47	53.3	13%	33%		47%	7%
23. You assess current capabilities before committing to new requests from customers.	15	3.60	66.7	13%	20%		60%	7%
24. You assign tasks based on skills of team members.	15	4.27	86.7	7%	7%	40%	47%	
25. You prioritize tasks for efficiency.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

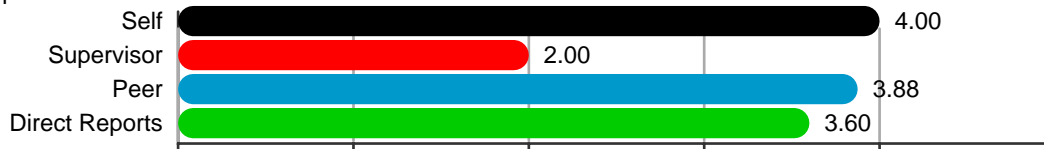
- Have persistence and tenacity
- _____ excels at customer service and keeping our team focused on the customer.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. _____ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- He leads by example, not reputation.
- Information is given concisely at meetings, and his explanations of all information is very clear.

Results Oriented

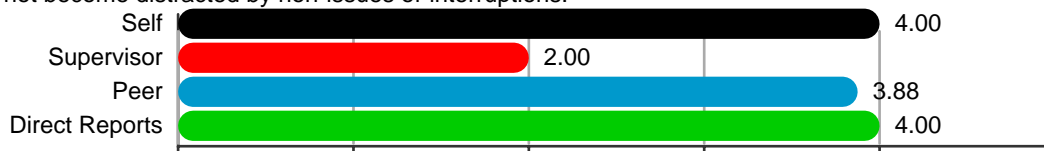
Summary Scores



26. You help others when free-time is available.



27. You do not become distracted by non-issues or interruptions.



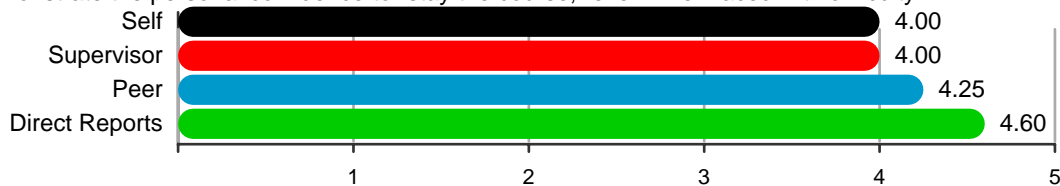
28. You encourage a high-energy, fun work environment and coaches others on how to do the same



29. You work toward achievement of goals even when confronted with obstacles.



30. You demonstrate the personal confidence to "stay the course," even when faced with difficulty



Level of Skill

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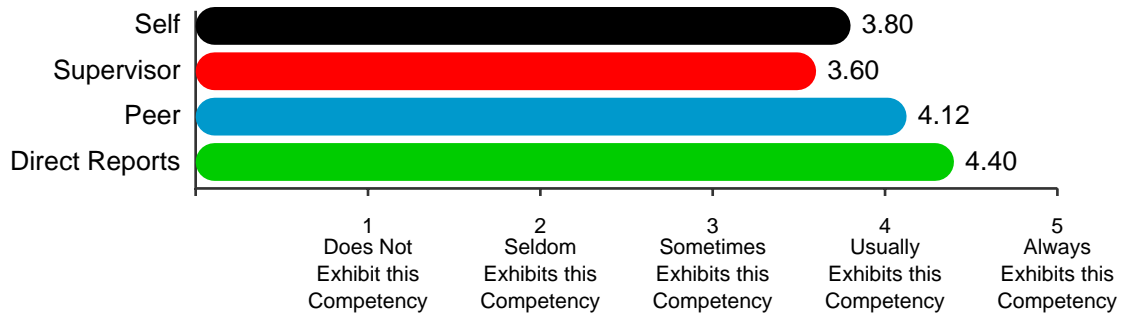
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You help others when free-time is available.	15	3.67	66.7	20%	13%	47%	20%	
27. You do not become distracted by non-issues or interruptions.	15	3.80	73.3	20%	7%	47%	27%	
28. You encourage a high-energy, fun work environment and coaches others on how to do the same	15	4.33	86.7		13%	40%	47%	
29. You work toward achievement of goals even when confronted with obstacles.	15	4.67	100.0			33%	67%	
30. You demonstrate the personal confidence to "stay the course," even when faced with difficulty	15	4.33	100.0			67%	33%	

Comments:

- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- _____ is a very effective leader and a role model for other leaders.
- I think _____ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.

Interpersonal Skills

Summary Scores



31. You anticipate the concerns of other employees.



32. You adapt management style to meet the needs of the individual or situation.



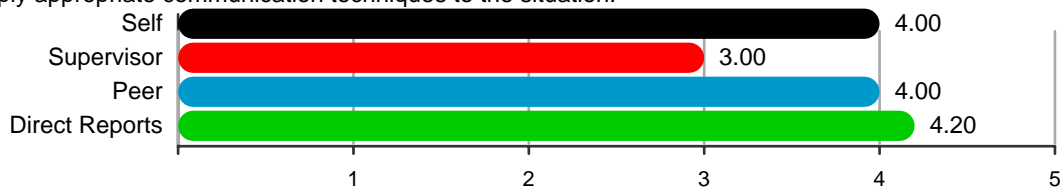
33. You use tact, compassion, and sensitivity in interactions with others.



34. You demonstrate willingness to work with others.



35. You apply appropriate communication techniques to the situation.



Level of Skill

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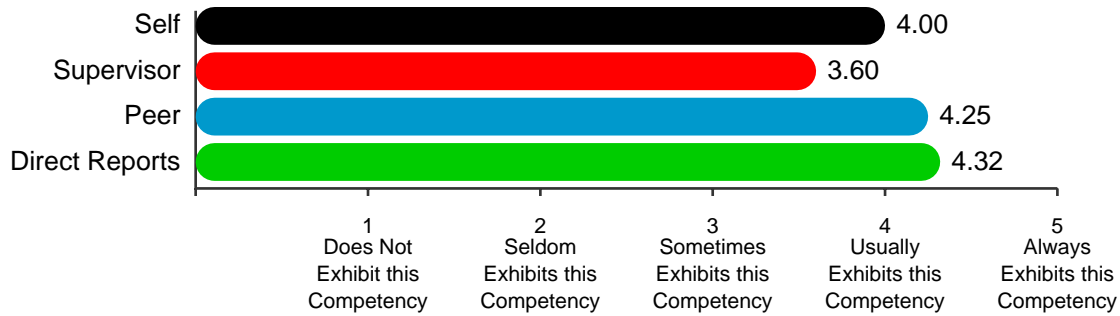
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You anticipate the concerns of other employees.	15	4.07	80.0	20%		53%		27%
32. You adapt management style to meet the needs of the individual or situation.	15	4.47	100.0		53%		47%	
33. You use tact, compassion, and sensitivity in interactions with others.	15	4.13	80.0	20%		47%		33%
34. You demonstrate willingness to work with others.	15	4.13	86.7	13%		60%		27%
35. You apply appropriate communication techniques to the situation.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ is an impressive performer.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- He is an outstanding manager.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- _____ has brought a much needed positive change to [CompanyName].

Coaching

Summary Scores



36. You help employees to understand responsibilities, authority, and expectations.



37. You develop the skills and capabilities of others.



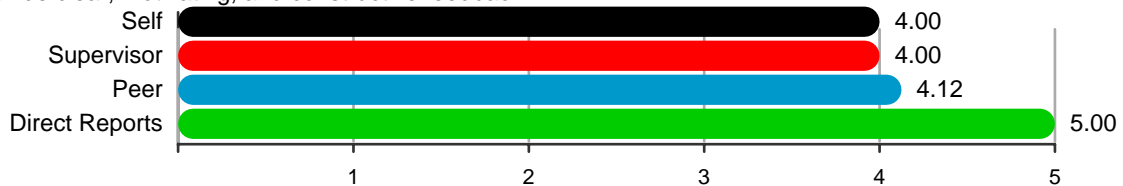
38. You conduct regular performance appraisals and feedback.



39. You coach employees in how to strengthen knowledge and skills to improve work performance.



40. You provide clear, motivating, and constructive feedback.



Level of Skill

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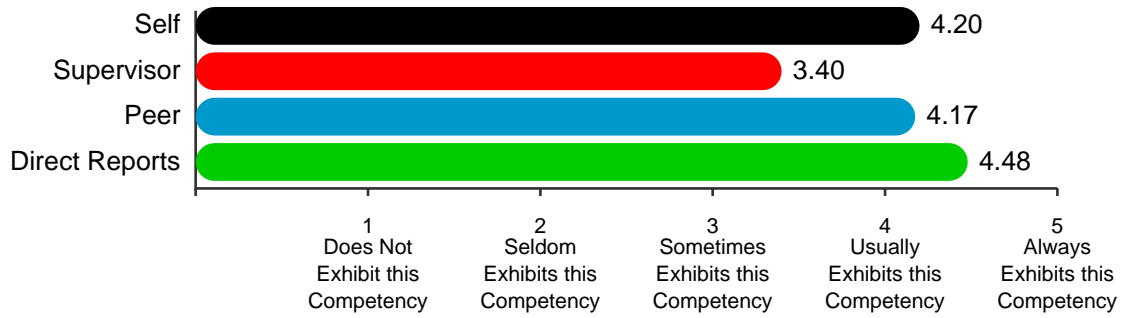
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You help employees to understand responsibilities, authority, and expectations.	15	4.33	100.0			67%	33%	
37. You develop the skills and capabilities of others.	15	3.93	80.0	13%	7%	53%	27%	
38. You conduct regular performance appraisals and feedback.	15	4.27	86.7		13%	47%	40%	
39. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	4.13	86.7		13%	60%	27%	
40. You provide clear, motivating, and constructive feedback.	15	4.40	93.3		7%	47%	47%	

Comments:

- He collaborates with all departments and operates under shared governance.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- Uses his people skills to change negative situations into positive.
- _____ is very professional in dealing with his peers and the staff.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.

Conflict Management

Summary Scores



41. You identify and takes steps to prevent potential confrontations.



42. You try to understand others' point of view before making judgments



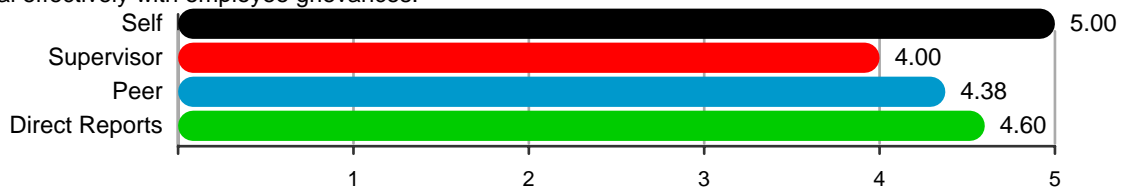
43. You clearly express expectations to others.



44. You discuss conflict situations with supervisor.



45. You deal effectively with employee grievances.



Level of Skill

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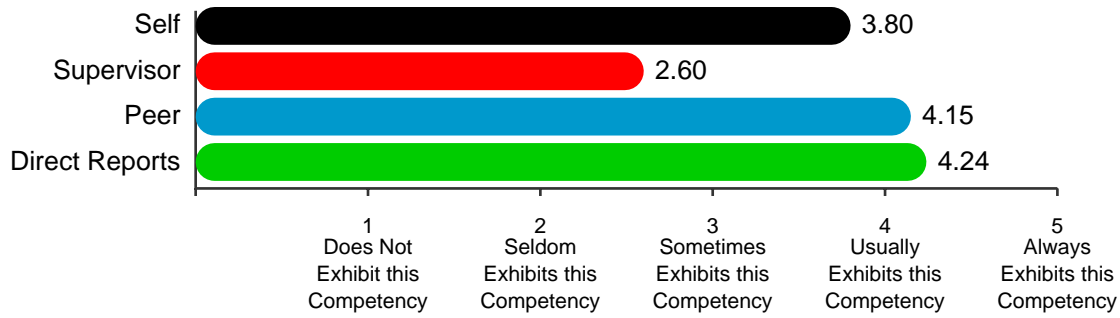
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. You identify and takes steps to prevent potential confrontations.	15	4.33	93.3	7%	53%	40%		
42. You try to understand others' point of view before making judgments	15	4.20	80.0	20%	40%	40%		
43. You clearly express expectations to others.	15	4.13	86.7	13%	60%	27%		
44. You discuss conflict situations with supervisor.	15	4.00	86.7	13%	73%	13%		
45. You deal effectively with employee grievances.	15	4.47	93.3	7%	40%	53%		

Comments:

- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- Communicate regularly with the whole company, not just one department.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- You can count on _____ to be honest and stay true to committments.
- _____ has been very supportive as a supervisor.

Global Perspective

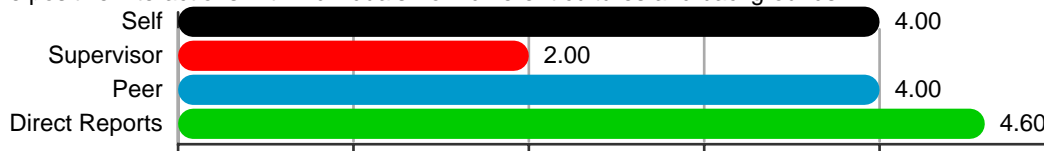
Summary Scores



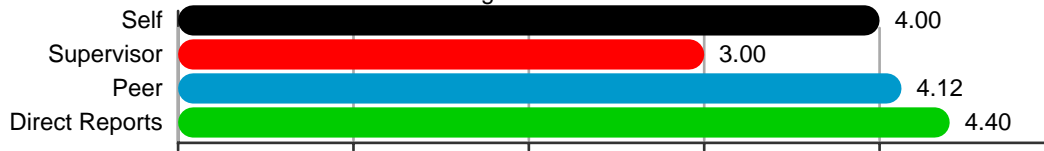
46. You understand and appreciate the perspectives offered by others with different cultural backgrounds.



47. You have positive interactions with individuals from different cultures and backgrounds.



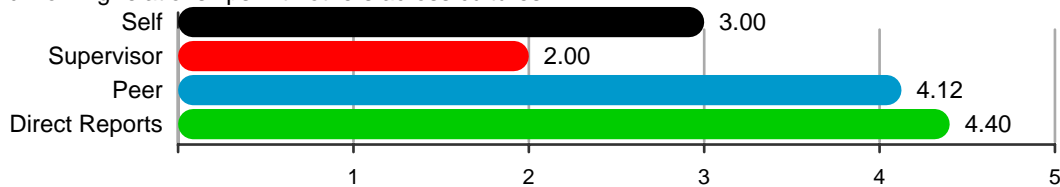
48. You work well with others from different cultural backgrounds.



49. You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.



50. You build working relationships with others across cultures.



Level of Skill

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46. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	15	3.87	80.0	7%	13%	67%	13%	
47. You have positive interactions with individuals from different cultures and backgrounds.	15	4.07	86.7	13%	53%	33%		
48. You work well with others from different cultural backgrounds.	15	4.13	86.7	13%	60%	27%		
49. You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	4.20	86.7	7%	7%	47%	40%	
50. You build working relationships with others across cultures.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- Shows curiosity.
- I have observed _____ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.

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?

- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.

What do you like best about working with this individual?

- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- He is very professional and caring in his job
- _____ 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.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.

What do you like least about working with this individual?

- I admire his ability to see the big picture (both within our walls and outside our walls).
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- Improve on providing feedback.
- _____ exemplifies all of these qualities.
- Stay focused more on the agenda for meetings.

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

- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- _____ is very reliable and collaborates well on projects.
- He has been influential in our focus on the future.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- _____ is a pleasure to work with.

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

- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- He cares deeply about the engagement of his staff and has concern for those in need.
- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.

Any final comments?

- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.