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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.

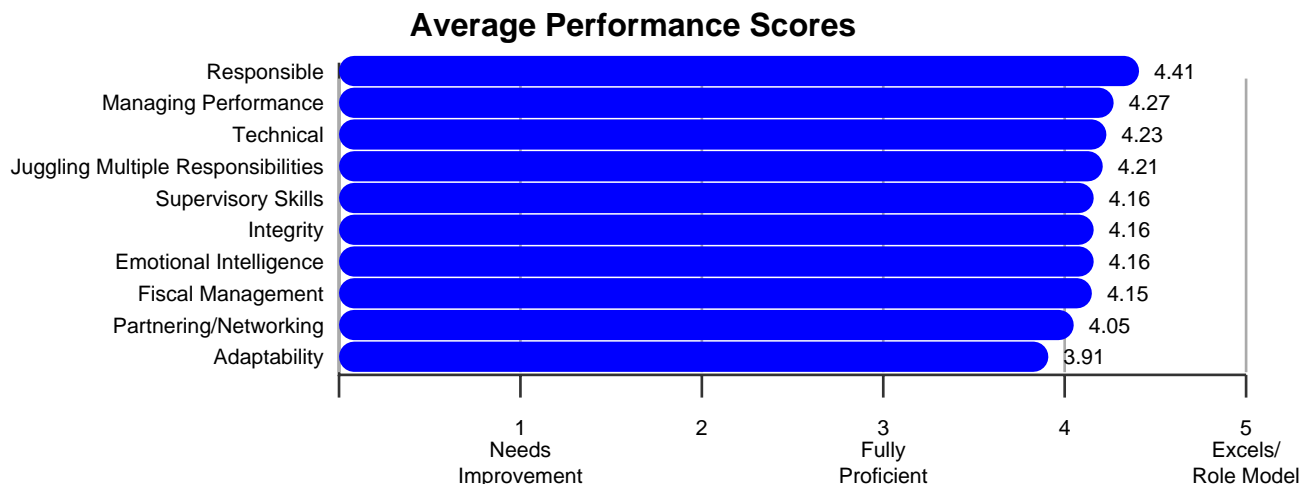
## What to Do with Your Feedback

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 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.



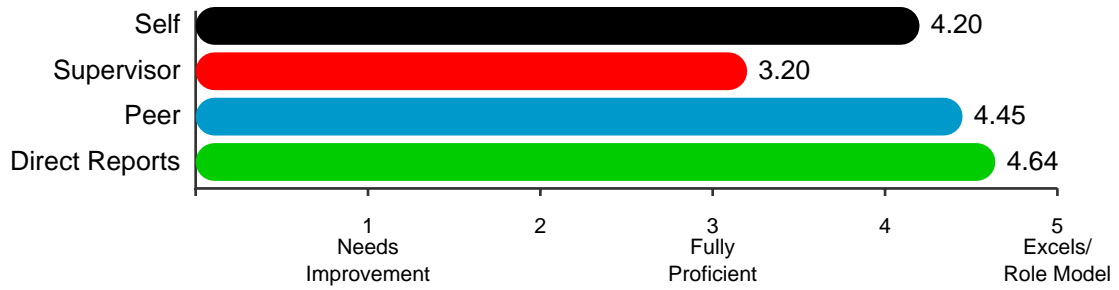
# Gap Analysis

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. Acts as a resource without removing individual responsibility.



2. Behavior is ethical and honest.



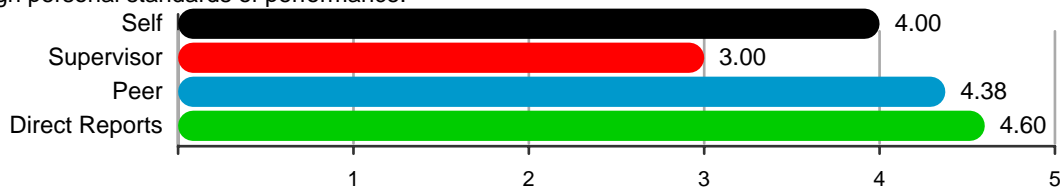
3. Sets a good example



4. Works in a way that makes others want to work with her/him.



5. Sets high personal standards of performance.



## Level of Skill

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

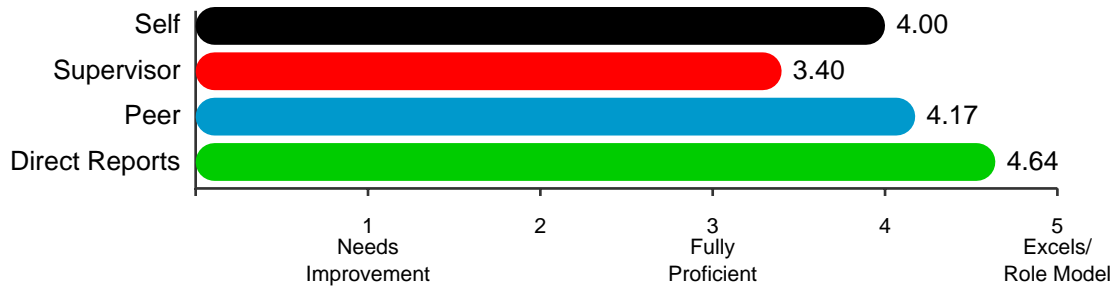
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Acts as a resource without removing individual responsibility.	15	4.20	93.3	7%	67%	27%
2. Behavior is ethical and honest.	15	4.87	100.0	13%	87%	
3. Sets a good example	15	4.27	93.3	7%	60%	33%
4. Works in a way that makes others want to work with her/him.	15	4.40	86.7	13%	33%	53%
5. Sets high personal standards of performance.	15	4.33	93.3	7%	53%	40%

### Comments:

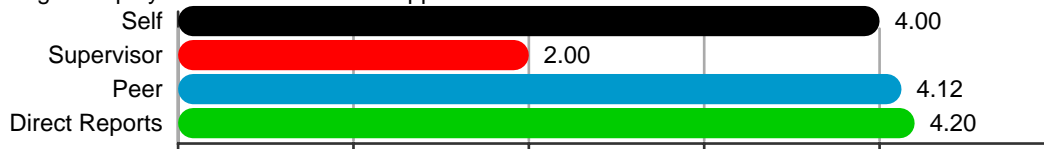
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- Demonstrates an ability to remain focused on outcomes.
- I think she is doing really good work and I found that to be one area I could list that might help.
- Attitude is there; however, follow through is lacking at times.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.

# Managing Performance

## Summary Scores



6. Acknowledges employee contributions that support the bottom line.



7. Makes sure commitments are understood and met.



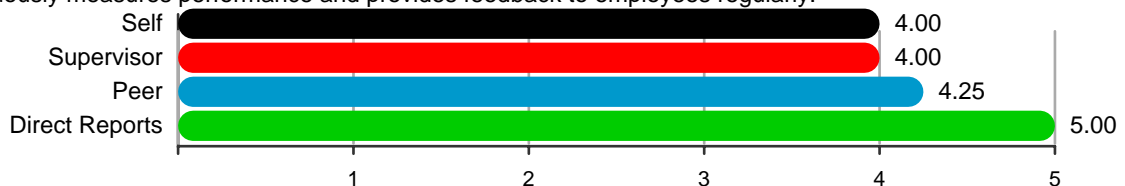
8. Ensures that team goals are met 85 percent of the time.



9. Ensures employees understand the goals of the organization/department.



10. Continuously measures performance and provides feedback to employees regularly.



## Level of Skill

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

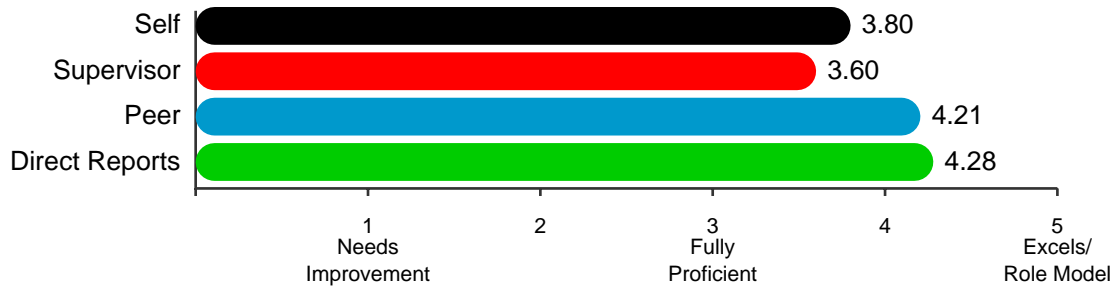
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Acknowledges employee contributions that support the bottom line.	15	4.00	80.0	7%	13%	53%	27%
7. Makes sure commitments are understood and met.	15	4.07	80.0		20%	53%	27%
8. Ensures that team goals are met 85 percent of the time.	15	4.33	93.3	7%		47%	47%
9. Ensures employees understand the goals of the organization/department.	15	4.47	93.3	7%		40%	53%
10. Continuously measures performance and provides feedback to employees regularly.	15	4.47	93.3	7%		40%	53%

### Comments:

- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- What I like is her standard line what resources do you need from me to make this work?
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- She knows product and how to engage potential clients.
- \_\_\_ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- \_\_\_ takes some time to process new ideas and often reacts before considering the facts. Once \_\_\_ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.

# Supervisory Skills

## Summary Scores



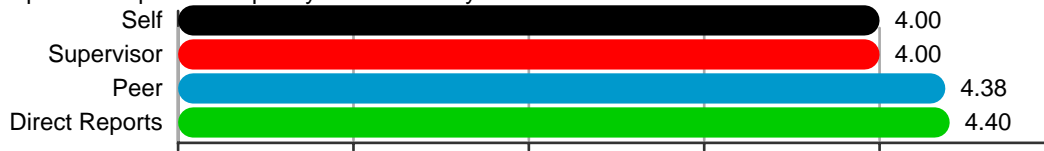
### 11. Encourages employees to achieve their full potential.



### 12. Promotes teamwork and cooperation within the department.



### 13. Resolves personnel problems quickly and effectively.



### 14. Is aware of the unique strengths of each employee.



### 15. Appropriately recognizes and rewards employees.





## Level of Skill

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

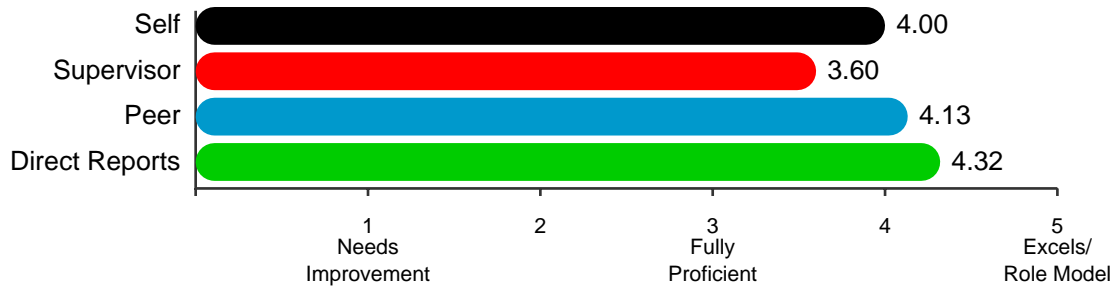
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Encourages employees to achieve their full potential.	15	4.60	100.0	40%	60%	
12. Promotes teamwork and cooperation within the department.	15	4.27	100.0	73%	27%	
13. Resolves personnel problems quickly and effectively.	15	4.33	100.0	67%	33%	
14. Is aware of the unique strengths of each employee.	15	3.93	73.3	27%	53%	20%
15. Appropriately recognizes and rewards employees.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_ teams with others to improve communication and process.
- \_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- \_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- I feel confident as if she treats us all as equals.
- \_\_\_ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.

# Fiscal Management

## Summary Scores



### 16. Effective in using Company's resources.



### 17. Develops of the department's annual budget.



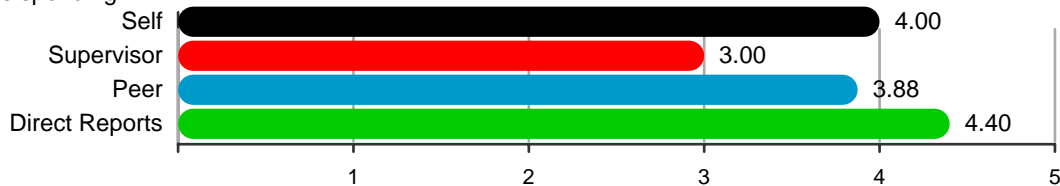
### 18. Monitors expenses and verifies the need for items purchased.



### 19. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



### 20. Monitors spending.



## Level of Skill

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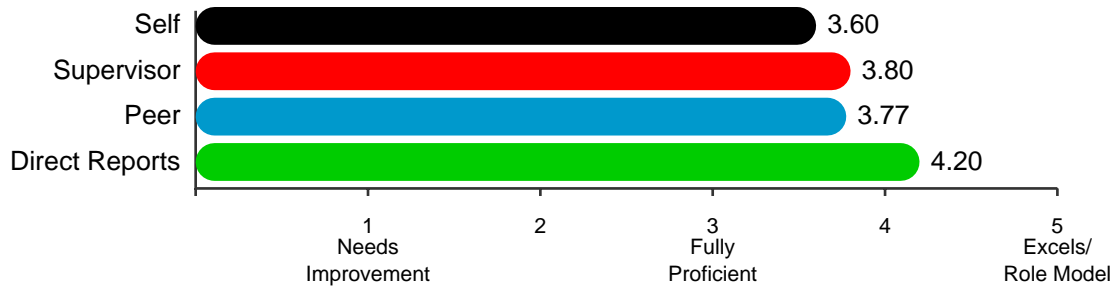
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Effective in using Company's resources.	15	4.33	86.7	13%	40%	47%	
17. Develops of the department's annual budget.	15	4.27	93.3	7%	60%	33%	
18. Monitors expenses and verifies the need for items purchased.	14	4.00	92.9	7%	86%	7%	
19. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	14	4.14	85.7	7%	7%	50%	36%
20. Monitors spending.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- I appreciate her openness and availability to all the staff.
- \_\_\_ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- \_\_\_ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, \_\_\_ has been very successful in managing this difficult change.
- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- \_\_\_ excels at customer service and keeping our team focused on the customer.

# Adaptability

## Summary Scores



21. Able to adapt to changes in technology and processes.



22. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.



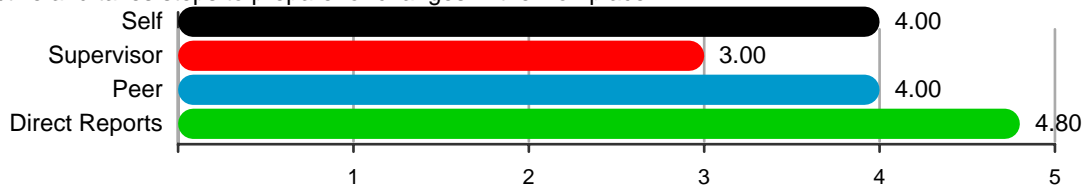
23. Is flexible and open minded in dealing with others.



24. Recognizes and implements changes to enhance efficiency and effectiveness.



25. Is proactive and takes steps to prepare for changes in the workplace.



## Level of Skill

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

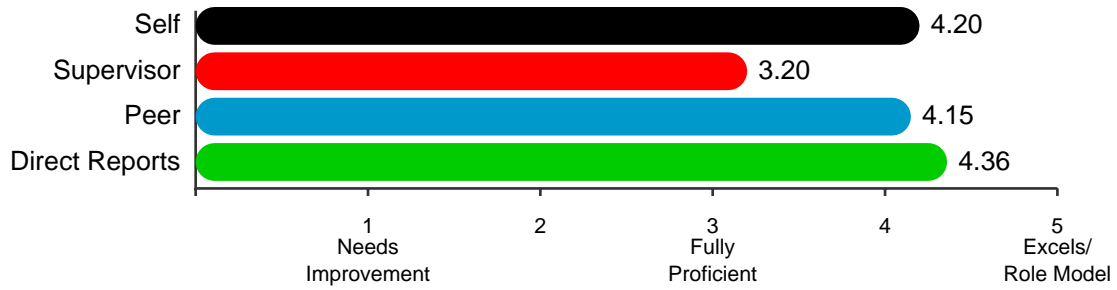
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Able to adapt to changes in technology and processes.	15	4.00	66.7	13%	20%	20%	47%
22. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.47	53.3	13%	33%	47%	7%
23. Is flexible and open minded in dealing with others.	15	3.60	66.7	13%	20%	60%	7%
24. Recognizes and implements changes to enhance efficiency and effectiveness.	15	4.27	86.7	7%	7%	40%	47%
25. Is proactive and takes steps to prepare for changes in the workplace.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

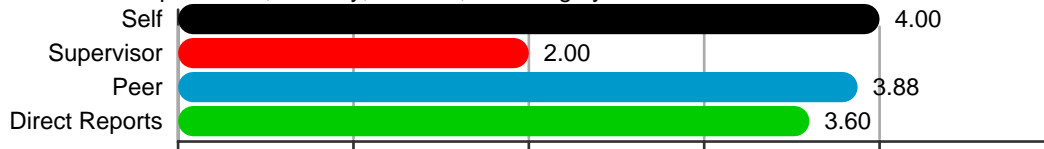
- She continues to be a shining example to her team especially in process improvement and professional growth.
- I thoroughly enjoy working with \_\_\_ and she has been very helpful with the rework IS did with their job descriptions.
- \_\_\_ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- \_\_\_ 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.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- \_\_\_ is an amazing manager. She genuinely cares about her staff.

# Integrity

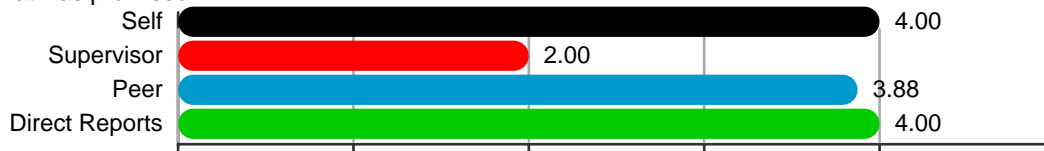
## Summary Scores



### 26. Establishes relationships of trust, honesty, fairness, and integrity.



### 27. Does what was promised.



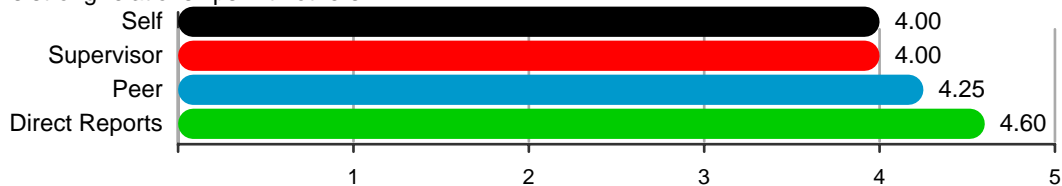
### 28. Fosters an environment built upon trust.



### 29. Follows tasks to completion.



### 30. Maintains strong relationships with others.



### Level of Skill

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

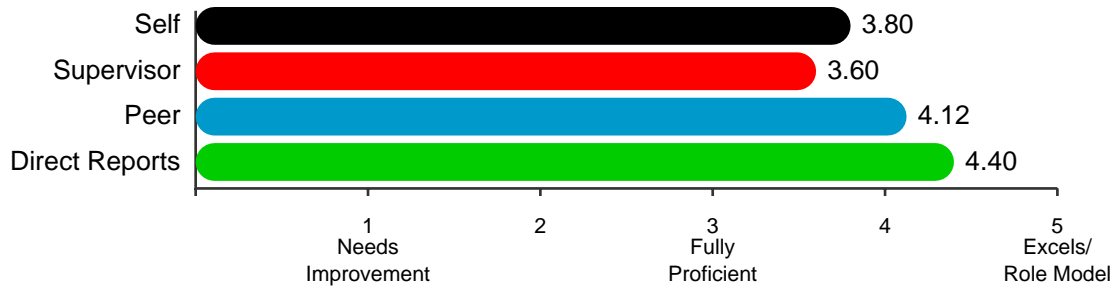
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.67	66.7	20%	13%	47%		20%
27. Does what was promised.	15	3.80	73.3	20%	7%	47%		27%
28. Fosters an environment built upon trust.	15	4.33	86.7		13%	40%		47%
29. Follows tasks to completion.	15	4.67	100.0			33%		67%
30. Maintains strong relationships with others.	15	4.33	100.0			67%		33%

Comments:

- The few problems we have experienced during these changes is a reflection of \_\_\_'s leadership.
- She is very customer focused and this reflects in her division leadership and performance.
- \_\_\_ is an impressive performer.
- \_\_\_ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- \_\_\_ excels at keeping in touch with all aspects of her, and our jobs.
- \_\_\_ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.

# Emotional Intelligence

## Summary Scores



31. Is able to manage their own emotions.



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



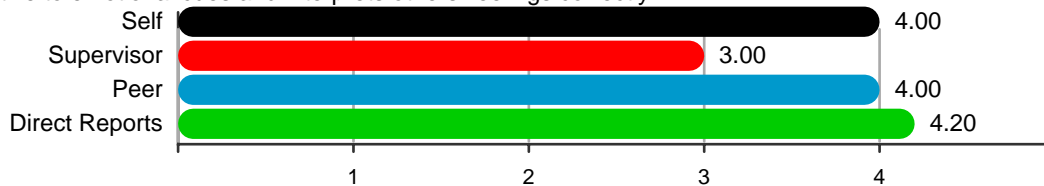
33. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



34. Is able to control their own emotions.



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





## Level of Skill

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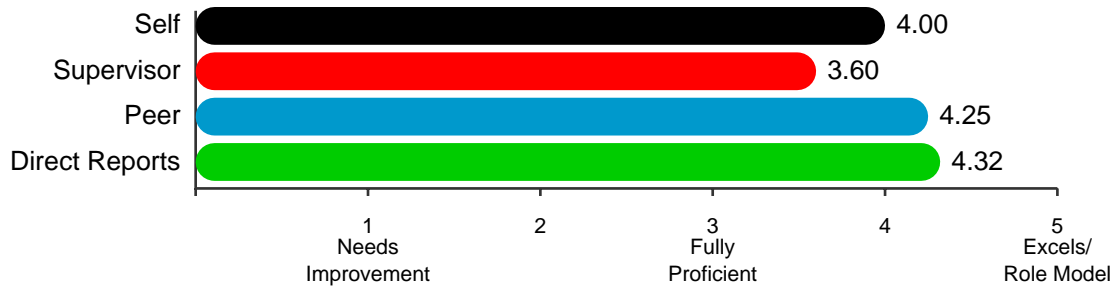
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Is able to manage their own emotions.	15	4.07	80.0	20%	53%	27%
32. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.47	100.0		53%	47%
33. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.13	80.0	20%	47%	33%
34. Is able to control their own emotions.	15	4.13	86.7	13%	60%	27%
35. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_'s dedication and leadership in the management development program is evident.
- \_\_\_ has done a great job of continuing to grow and refine the service lines.
- \_\_\_ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- \_\_\_ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- \_\_\_ is trusting her team, and expecting high standards of behavior from all employees.
- There is apprehension with all the changes, but still a lot of engagement and positivity.

# Juggling Multiple Responsibilities

## Summary Scores



36. Plans and organizes continuously while performing all other responsibilities and activities.



37. Assesses current capabilities before committing to new requests from customers.



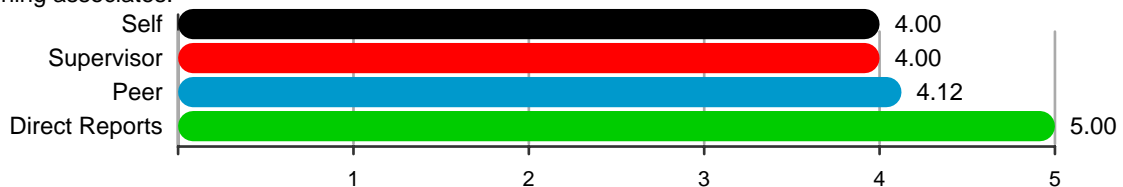
38. Ranks the importance of tasks to make sure critical tasks are completed first.



39. Switches attention to more urgent tasks when necessary.



40. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.



## Level of Skill

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

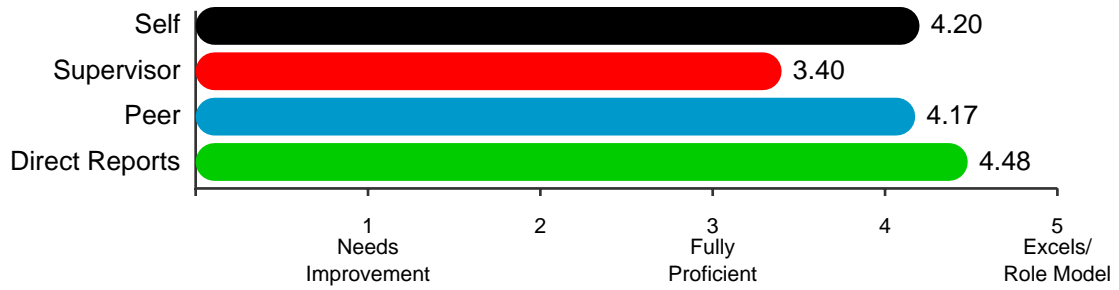
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Plans and organizes continuously while performing all other responsibilities and activities.	15	4.33	100.0			67%		33%
37. Assesses current capabilities before committing to new requests from customers.	15	3.93	80.0	13%	7%	53%		27%
38. Ranks the importance of tasks to make sure critical tasks are completed first.	15	4.27	86.7	13%		47%		40%
39. Switches attention to more urgent tasks when necessary.	15	4.13	86.7	13%		60%		27%
40. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	4.40	93.3	7%		47%		47%

### Comments:

- I know that \_\_\_ cares about me as a total individual not just as a professional.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- \_\_\_ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- It's a pleasure to work with \_\_\_ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- This has been a challenging year for \_\_\_ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- Always conducts herself in a professional manner.

# Technical

## Summary Scores



41. Willingly shares information and expertise; sought out as resource by others



42. Knows how to produce high quality products/work.



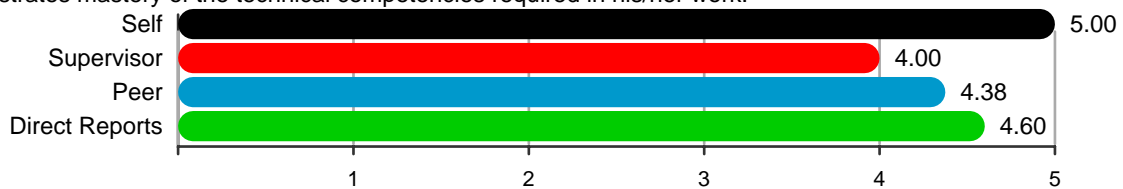
43. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



44. Willingly shares his/her technical expertise; sought out as resource by others



45. Demonstrates mastery of the technical competencies required in his/her work.



## Level of Skill

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

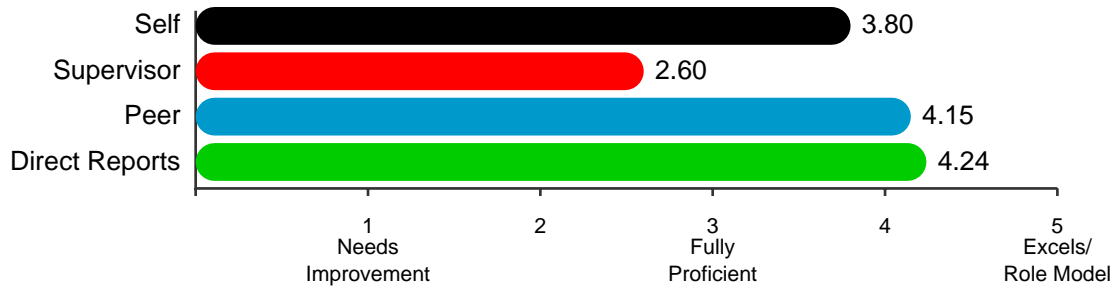
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
41. Willingly shares information and expertise; sought out as resource by others	15	4.33	93.3	7%		53%		40%
42. Knows how to produce high quality products/work.	15	4.20	80.0	20%		40%		40%
43. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.13	86.7	13%		60%		27%
44. Willingly shares his/her technical expertise; sought out as resource by others	15	4.00	86.7	13%		73%		13%
45. Demonstrates mastery of the technical competencies required in his/her work.	15	4.47	93.3	7%		40%		53%

### Comments:

- \_\_\_ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- Each member feels they are a part of the team and knows their contribution is valued.
- If feel \_\_\_ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- \_\_\_'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- \_\_\_ applied her strong analytical skills to problem solving.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.

# Partnering/Networking

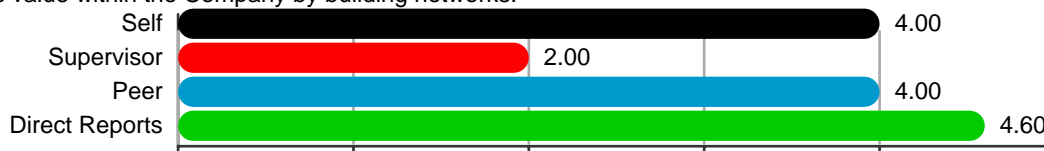
## Summary Scores



46. Supports and encourages relationships that are created by diverse team members.



47. Creates value within the Company by building networks.



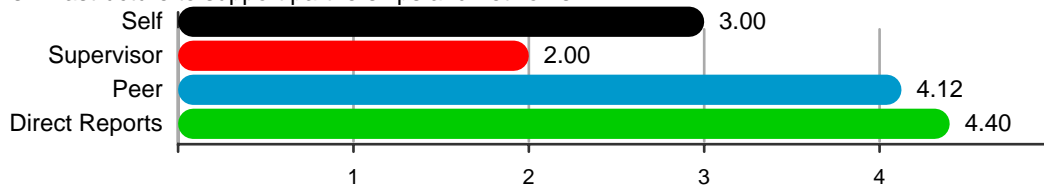
48. Capitalizes on partnerships and networks to enhance the Company's bottom line.



49. Seeks an understanding of diverse functions within the Company.



50. Maintains infrastructure to support partnerships and networks.



## Level of Skill

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

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
46. Supports and encourages relationships that are created by diverse team members.	15	3.87	80.0	7%	13%	67%		13%
47. Creates value within the Company by building networks.	15	4.07	86.7	13%		53%		33%
48. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	4.13	86.7		13%	60%		27%
49. Seeks an understanding of diverse functions within the Company.	15	4.20	86.7	7%	7%	47%		40%
50. Maintains infrastructure to support partnerships and networks.	15	4.00	73.3	13%	13%	33%		40%

### Comments:

- \_\_\_'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- I really enjoy working with \_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- \_\_\_ is always professional during interactions with staff.
- \_\_\_ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- Having a routine for schedule and coming to office more frequently

## 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?

- \_\_\_ 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.
- Timely follow through.
- \_\_\_ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and too the point.
- \_\_\_ strives to be professional with each and every interaction and I think inspires confidence.
- \_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- Having very minimum one-on-one discussion.

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

- Our department continues to have a very low loss rate.
- \_\_\_ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- \_\_\_ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- \_\_\_ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- \_\_\_ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.

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

- \_\_\_ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- \_\_\_ leads by example. Great Employee engagement.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- \_\_\_ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.

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

- I believe \_\_\_ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- \_\_\_ has been a strong leader at [CompanyName] for many years, and she will be missed.
- Sometimes I feel like I need to check on \_\_\_ and make sure that read an email/understands that I need her input on a project.
- She has the ability to look at the system as a whole and make solid long range decisions.
- \_\_\_ listens to her staff and delegates responsibilities as appropriate.
- She strives to raise the bar everyday to improve our processes to best serve our customers.



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

- \_\_\_ is a great role model and leader. Others could learn from her style.
- I have not observed \_\_\_'s interaction with the members of her team. \_\_\_ consistently communicates openly in my interactions with her.
- \_\_\_ established an environment in which teamwork and creativity flourished.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- \_\_\_ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- \_\_\_ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.

### Any final comments?

- She is beginning to reach out to the other managers more, and it is appreciated.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- The most important attribute that \_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- This year \_\_\_ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.