



---

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.

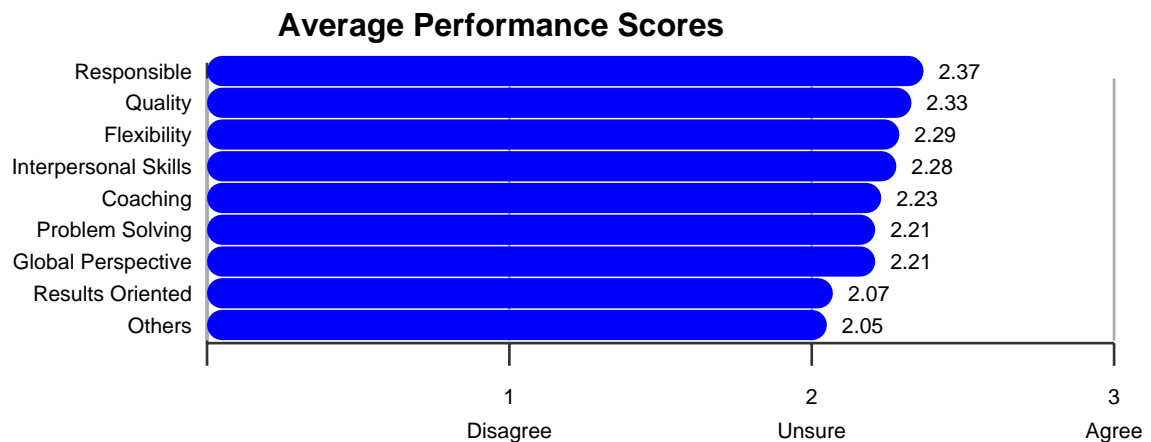
## What to Do with Your Feedback

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

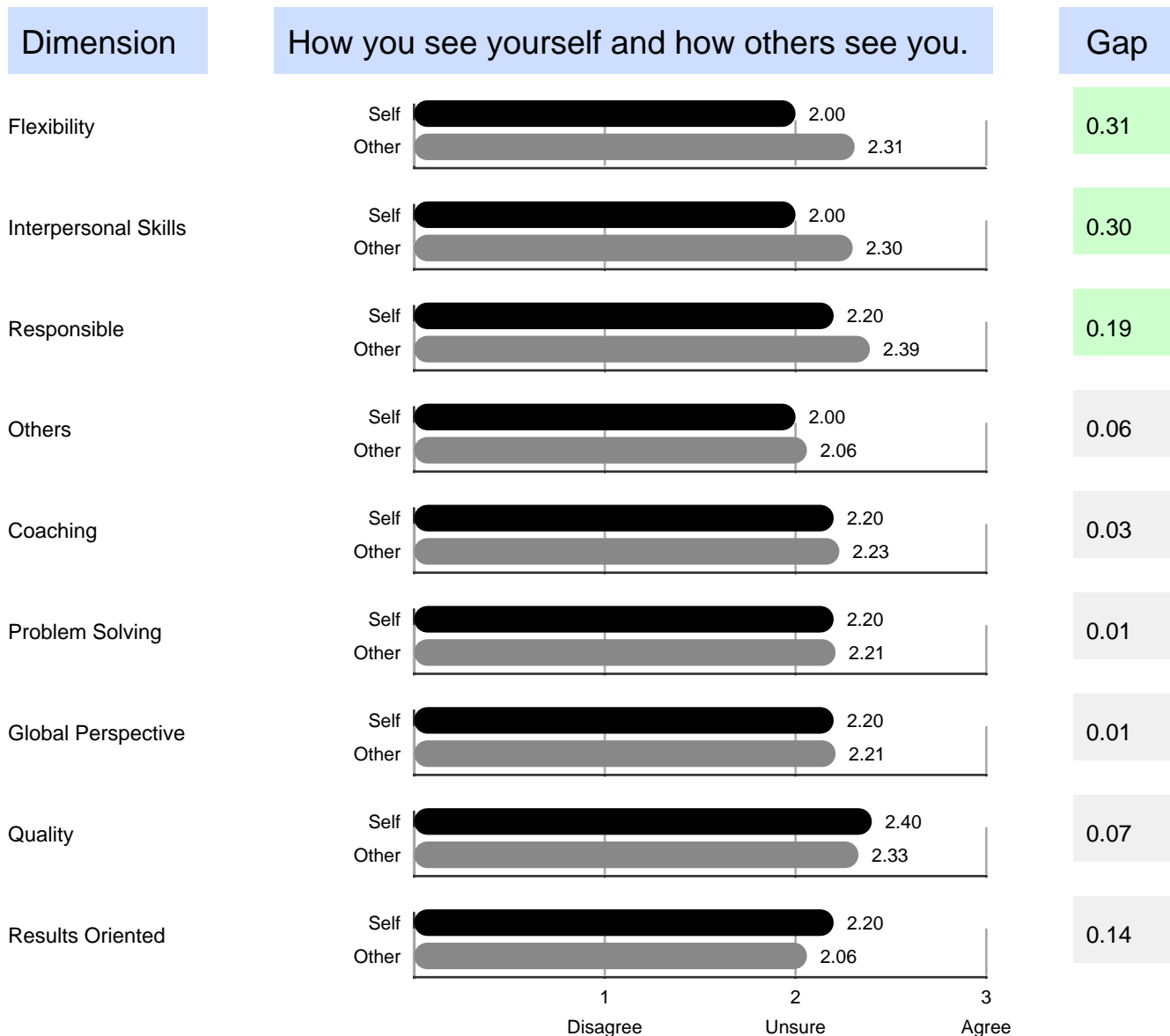
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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

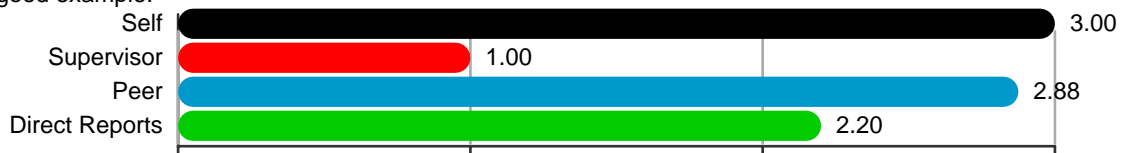
## Summary Scores



### 1. Holds herself / himself accountable to goals / objectives



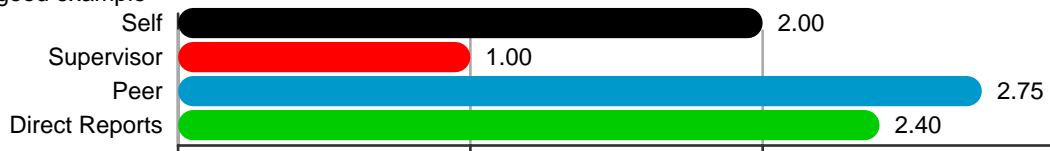
### 2. Sets a good example.



### 3. Responsible for setting the vision of the department.



### 4. Sets a good example



### 5. Acts 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Holds herself / himself accountable to goals / objectives	15	2.27	33.3	7%	60%	33%
2. Sets a good example.	15	2.53	73.3	20%	7%	73%
3. Responsible for setting the vision of the department.	15	2.33	40.0	7%	53%	40%
4. Sets a good example	15	2.47	53.3	7%	40%	53%
5. Acts as a resource without removing individual responsibility.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ collaborates well with other departments and managers.
- \_\_\_\_\_ is an amazing manager. He genuinely cares about his staff.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- Loyalty. Willingness to get it right.
- \_\_\_\_\_ is an extremely effective leader.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.

# Interpersonal Skills

## Summary Scores



### 6. Builds a strong rapport with co-workers.



### 7. Demonstrates willingness to work with others.



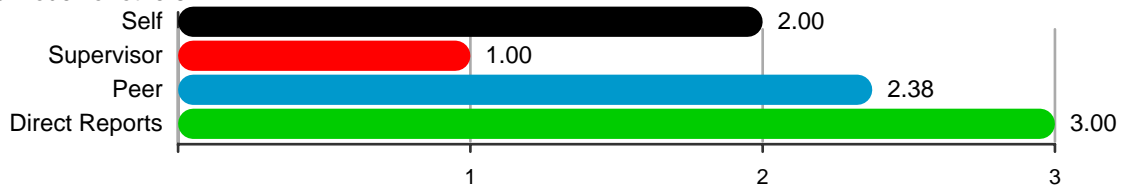
### 8. Successfully resolves conflicts and grievances to a win-win solution.



### 9. Provides constructive feedback in a way that fosters acceptance and development.



### 10. Is a role model for 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Builds a strong rapport with co-workers.	15	2.13	33.3	20%	47%	33%
7. Demonstrates willingness to work with others.	15	2.07	26.7	20%	53%	27%
8. Successfully resolves conflicts and grievances to a win-win solution.	15	2.33	40.0	7%	53%	40%
9. Provides constructive feedback in a way that fosters acceptance and development.	15	2.40	53.3	13%	33%	53%
10. Is a role model for others	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_\_\_ makes a concerted effort to ensure that the right people are in the right jobs.
- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- He is an excellent teammate, great attitude, effort, and energy.
- He has worked hard to understand people's strengths and what they need from him.
- \_\_\_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.

# Coaching

## Summary Scores



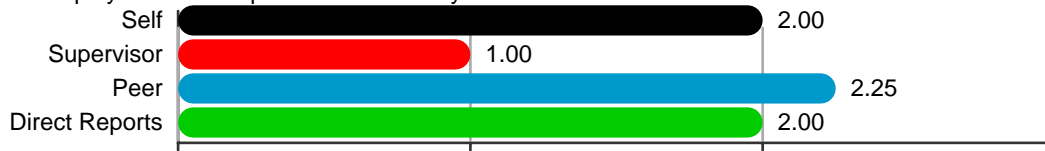
### 11. Conducts regular performance appraisals and feedback.



### 12. Helps employees to understand responsibilities, authority, and expectations.



### 13. Addresses employee behavior problems effectively.



### 14. Helps employees to maintain high personal standards.



### 15. Coaches employees in how to strengthen knowledge and skills to improve work 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 (Disagree) to green (Agree).

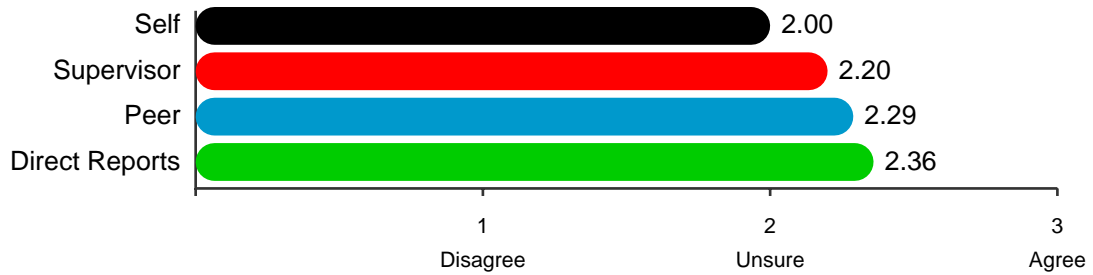
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Conducts regular performance appraisals and feedback.	15	2.33	40.0	7%	53%	40%
12. Helps employees to understand responsibilities, authority, and expectations.	15	2.07	20.0	13%	67%	20%
13. Addresses employee behavior problems effectively.	15	2.07	26.7	20%	53%	27%
14. Helps employees to maintain high personal standards.	15	2.27	40.0	13%	47%	40%
15. Coaches employees in how to strengthen knowledge and skills to improve work performance.	14	2.43	50.0	7%	43%	50%

### Comments:

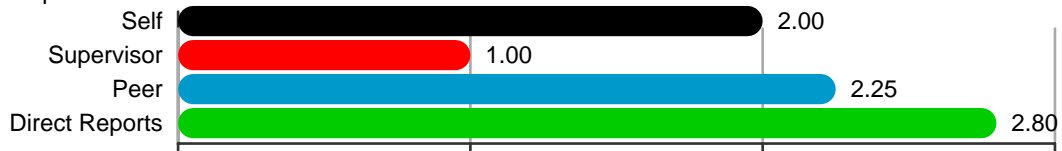
- Communicate regularly with the whole company, not just one department.
- The few problems we have experienced during these changes is a reflection of \_\_\_\_\_'s leadership.
- \_\_\_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- \_\_\_\_\_ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.

# Flexibility

## Summary Scores



### 16. Able to adapt to new situations.



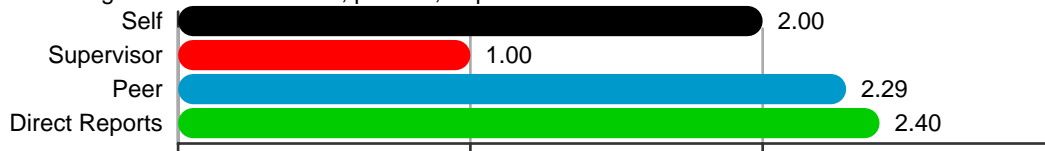
### 17. Acts decisively in frequently changing and uncertain environment.



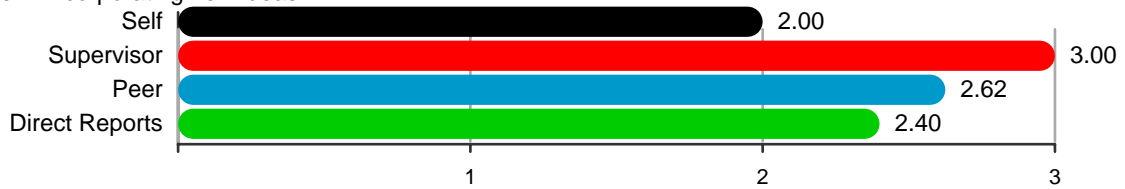
### 18. Willing to try new ideas.



### 19. Adapts to new organizational structures, policies, or procedures.



### 20. Effective in incorporating new ideas.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

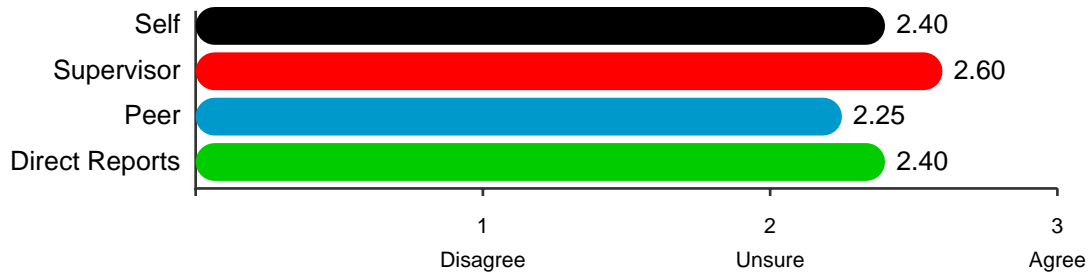
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Able to adapt to new situations.	15	2.33	46.7	13%	40%	47%
17. Acts decisively in frequently changing and uncertain environment.	15	2.33	40.0	7%	53%	40%
18. Willing to try new ideas.	14	2.00	14.3	14%	71%	14%
19. Adapts to new organizational structures, policies, or procedures.	14	2.21	42.9	21%	36%	43%
20. Effective in incorporating new ideas.	15	2.53	60.0	7%	33%	60%

### Comments:

- He exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_\_\_'s work.
- \_\_\_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_\_\_ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is a great mentor and example to those he supervises.
- He quickly addresses any challenges that may arise.
- I have appreciated \_\_\_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- \_\_\_\_\_ has high expectations of himself and his employees. He does an excellent job of managing the department.

# Quality

## Summary Scores



21. Analyze what occurred and re-adjusts accordingly when goals are not met.



22. Always strives to produce the highest quality work products.



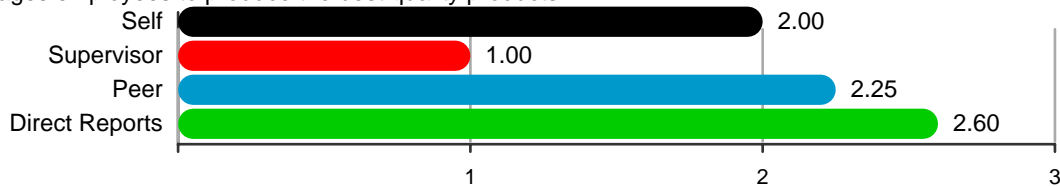
23. Reflects on what is working and what could be improved.



24. Encourages others to achieve high quality standards.



25. Encourages employees to produce the best quality products.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.60	66.7	7%	27%	67%
22. Always strives to produce the highest quality work products.	15	2.33	40.0	7%	53%	40%
23. Reflects on what is working and what could be improved.	15	2.07	20.0	13%	67%	20%
24. Encourages others to achieve high quality standards.	15	2.40	53.3	13%	33%	53%
25. Encourages employees to produce the best quality products.	15	2.27	53.3	27%	20%	53%

### Comments:

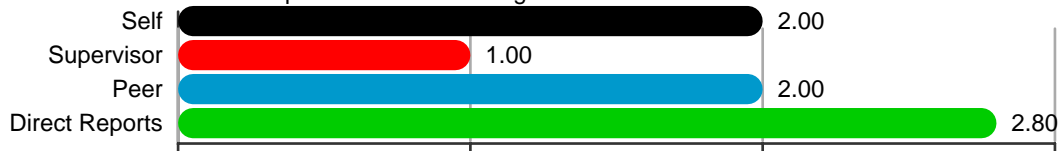
- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- \_\_\_\_\_ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He is both the manager and the interim director for the service line.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- Great addition to the department!
- Is sincerely a role model for everything one would look for in a role model as a team member.

# Problem Solving

## Summary Scores



### 26. Generates alternative solutions to problems and challenges.



### 27. Actively seeks the root cause of a problem.



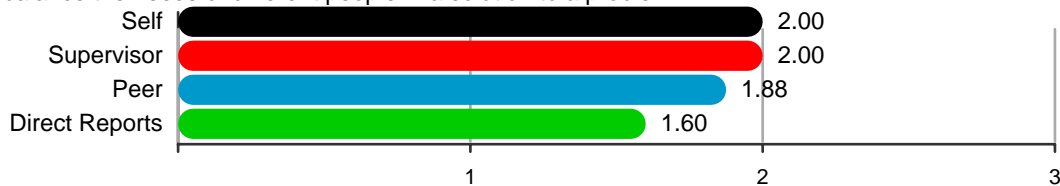
### 28. Solves problems using logic and insight.



### 29. Ability to develop innovative solutions to problems.



### 30. Able to balance the needs of different people in a solution to a problem.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

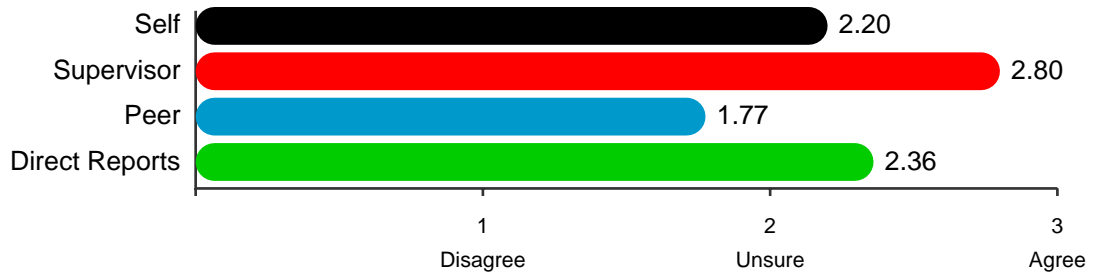
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Generates alternative solutions to problems and challenges.	15	2.20	33.3	13%	53%	33%
27. Actively seeks the root cause of a problem.	15	2.00	26.7	27%	47%	27%
28. Solves problems using logic and insight.	15	2.47	53.3	7%	40%	53%
29. Ability to develop innovative solutions to problems.	15	2.60	60.0		40%	60%
30. Able to balance the needs of different people in a solution to a problem.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_\_\_ does a great job at demonstrating the value of his team to the organization.
- I look forward to learning and improving with his and the other members in the division.
- He consistently helps us in problem solving a variety of issues.
- \_\_\_\_\_ is collaborative in everything he does and inspires a collaborative approach in others.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- He clearly assigns our responsibilities by our individual strengths.

# Results Oriented

## Summary Scores



### 31. Explains the "whys" behind organizational objectives



### 32. Directs team in prioritizing daily work activities



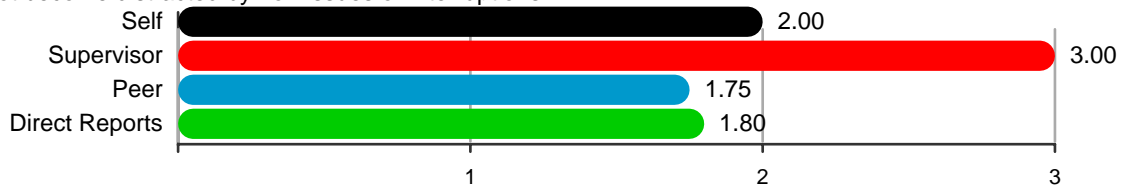
### 33. Stays focused on meeting the needs of customers.



### 34. Helps others when free-time is available.



### 35. Does not become distracted by non-issues or interruptions.





## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

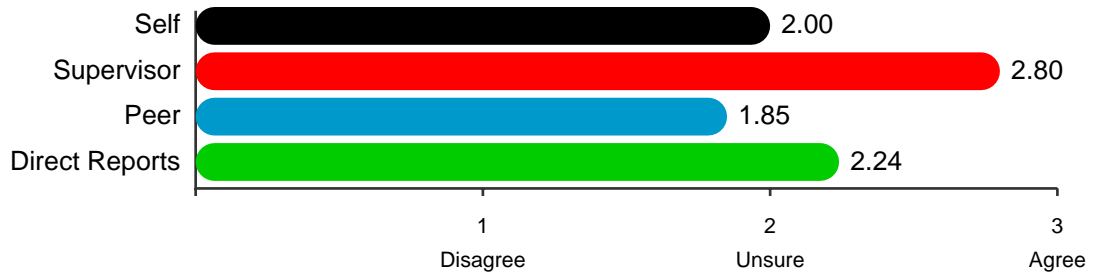
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Explains the "whys" behind organizational objectives	15	2.13	33.3	20%	47%	33%
32. Directs team in prioritizing daily work activities	15	2.13	33.3	20%	47%	33%
33. Stays focused on meeting the needs of customers.	15	2.07	33.3	27%	40%	33%
34. Helps others when free-time is available.	15	2.13	26.7	13%	60%	27%
35. Does not become distracted by non-issues or interruptions.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_\_\_ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- \_\_\_\_\_ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- He works diligently with our supplier to ensure the inventory is cost effective.
- I thoroughly enjoy working with \_\_\_\_\_ and he has been very helpful with the rework IS did with their job descriptions.
- You can count on \_\_\_\_\_ to give you the most honest feedback even if it is information you may not want to hear.
- \_\_\_\_\_ is a great team member who cares about his team, the quality of his work, and the organization.

# Others

## Summary Scores



### 36. Treats others with respect and dignity.



### 37. ...treats others with respect and dignity.



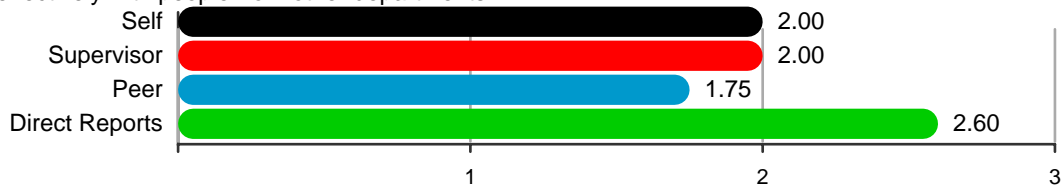
### 38. Able to see issues from others' perspectives.



### 39. Includes others in the decision making processes.



### 40. Works effectively with people from other departments.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

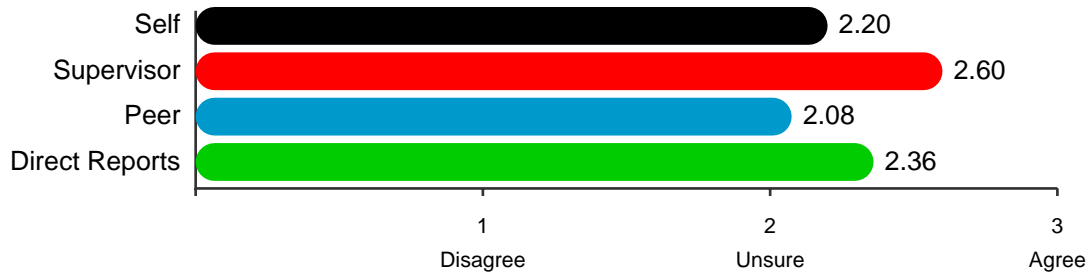
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Treats others with respect and dignity.	15	1.87	20.0	33%	47%	20%
37. ...treats others with respect and dignity.	15	1.93	13.3	20%	67%	13%
38. Able to see issues from others' perspectives.	15	2.07	33.3	27%	40%	33%
39. Includes others in the decision making processes.	15	2.33	33.3		67%	33%
40. Works effectively with people from other departments.	15	2.07	33.3	27%	40%	33%

### Comments:

- He always involves others in decisions ensuring a well rounded approach.
- \_\_\_\_\_ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- he is open and willing to share his vision for the team.
- He translated the creative thinking into real change and solution that advanced our department.
- I appreciate his receptiveness and openness and his sense of humor.
- He walks the walk and talks the talk.

# Global Perspective

## Summary Scores



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



42. Aligns personal vision with global strategies.



43. Able to listen and understand others and discuss issues in a respectful way.



44. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.



45. Can effectively deliver presentations to international clients.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Develops 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	2.00	26.7	27%	47%	27%
42. Aligns personal vision with global strategies.	15	2.13	33.3	20%	47%	33%
43. Able to listen and understand others and discuss issues in a respectful way.	15	2.20	40.0	20%	40%	40%
44. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	2.20	26.7	7%	67%	27%
45. Can effectively deliver presentations to international clients.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.
- I am confident that whenever I need to talk with \_\_\_\_\_, he is honest and direct and provides good guidance for my professional growth.
- \_\_\_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- \_\_\_\_\_ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- Improve on providing feedback.
- \_\_\_\_\_ has been eager to learn his new position and is transitioning well.

## 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?

- \_\_\_\_\_'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 is friendly, courteous, and kind all while being very professional.
- \_\_\_\_\_ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- \_\_\_\_\_ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- \_\_\_\_\_ recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- \_\_\_\_\_ has been very supportive as a supervisor.

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

- \_\_\_\_\_ is committed to our organization and leads by example.
- \_\_\_\_\_ has been very supportive of me and the Institute.
- \_\_\_\_\_ has excellent job and people skills.
- \_\_\_\_\_ is reliable and keeps the team focused on the delivery of outcomes.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- \_\_\_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.

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

- At times I feel like \_\_\_\_\_ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- \_\_\_\_\_ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- \_\_\_\_\_ has been very supportive of me and the Institute.
- \_\_\_\_\_ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.

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

- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- \_\_\_\_\_ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- Dedicated to the customer and community, he is worth his weight in gold.
- \_\_\_\_\_ is an excellent communicator and is very open and supportive to his staff.
- \_\_\_\_\_ is very visible on the unit. Spending many hours with staff.

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

- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- \_\_\_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- \_\_\_\_\_ is the absolute definition of team player.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- Under his leadership, the department teams have become very cohesive.

### Any final comments?

- \_\_\_\_\_ has been in a challenging role this past year with a lot of change and transitions.
- He takes the time to explain to staff the rationale of changes being made.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- He listens to the team.
- \_\_\_\_\_ has a good perspective on the organization as a whole.
- He knows what his customers needs and seeks to find the best individual to fill those roles.