

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.

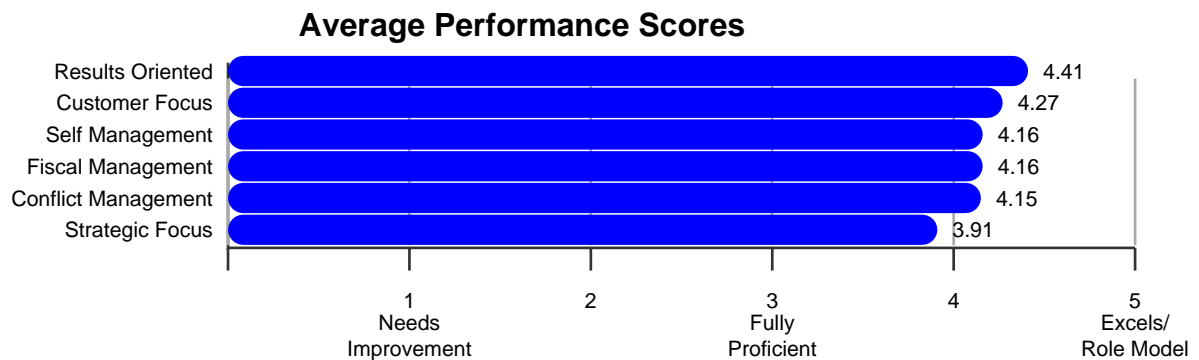
What to Do with Your Feedback

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

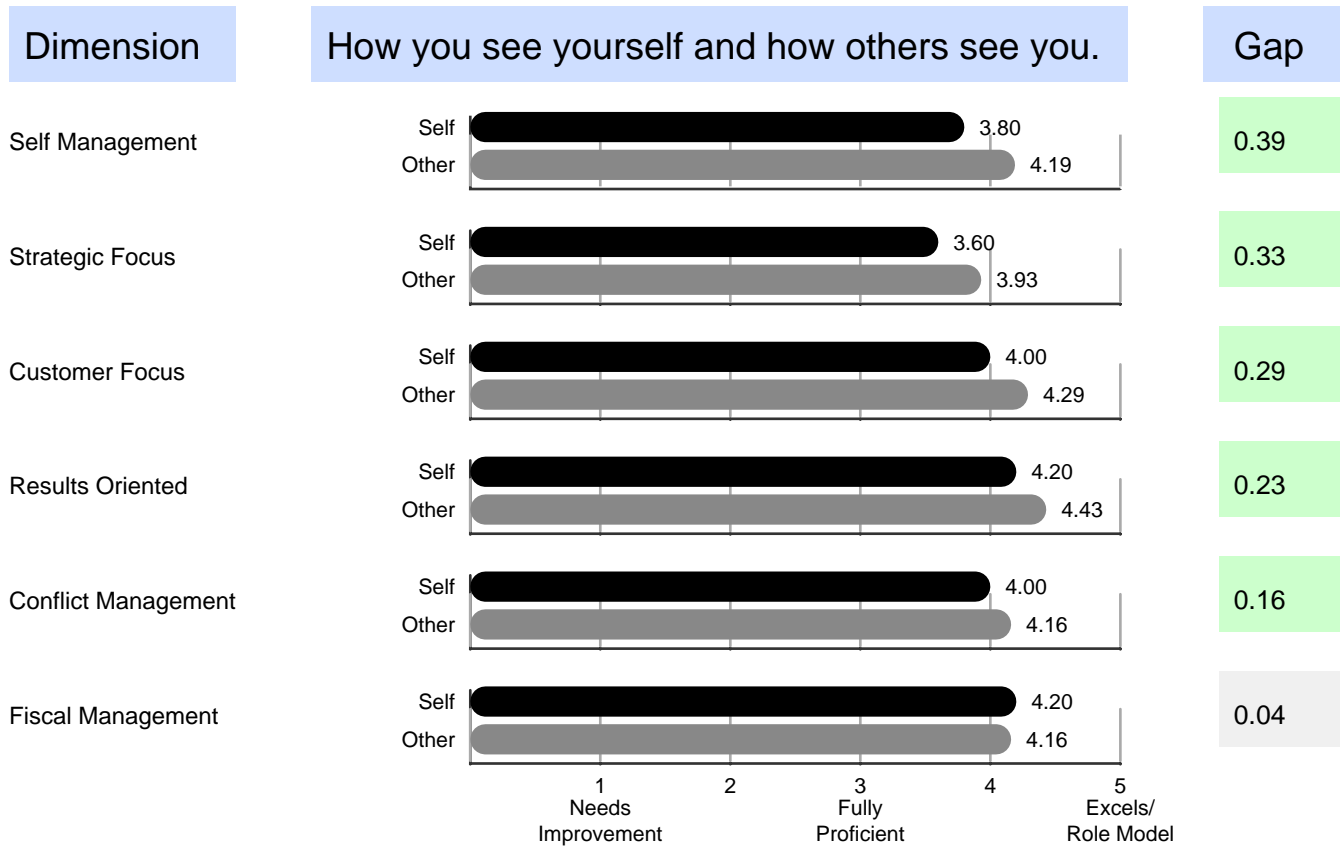
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



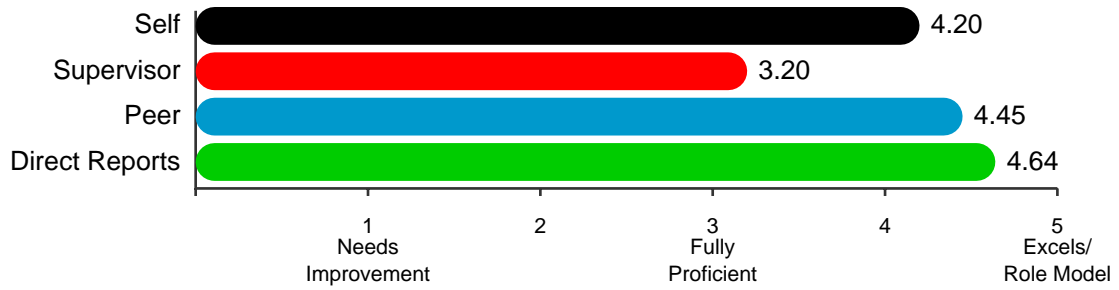
Gap Analysis

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.



Results Oriented

Summary Scores



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



2. Does not become distracted by non-issues or interruptions.



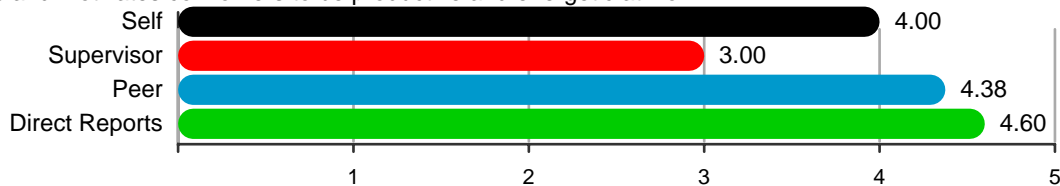
3. Helps others when free-time is available.



4. Directs team in prioritizing daily work activities



5. Inspires and motivates co-workers to be productive and energetic at 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).

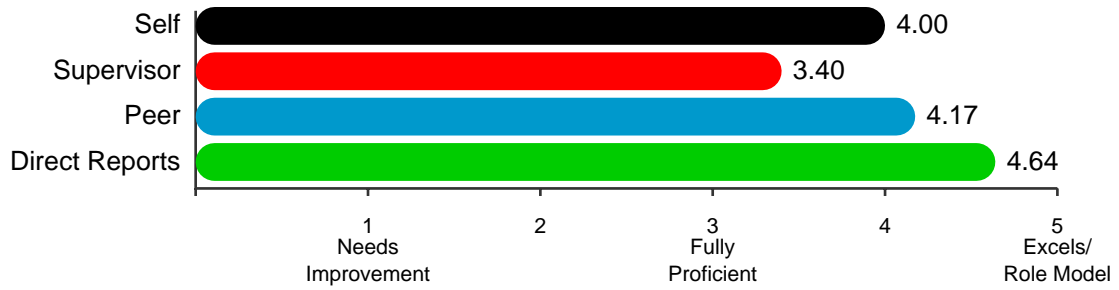
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	4.20	93.3	7%	67%	27%
2. Does not become distracted by non-issues or interruptions.	15	4.87	100.0	13%	87%	
3. Helps others when free-time is available.	15	4.27	93.3	7%	60%	33%
4. Directs team in prioritizing daily work activities	15	4.40	86.7	13%	33%	53%
5. Inspires and motivates co-workers to be productive and energetic at work	15	4.33	93.3	7%	53%	40%

Comments:

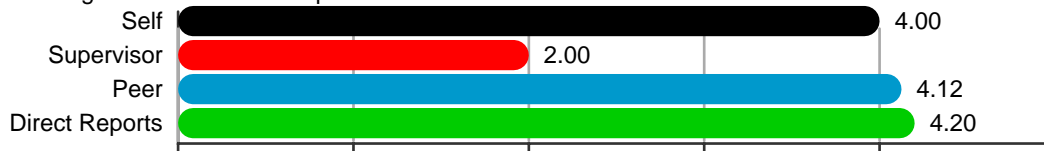
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- ___ strives to be professional with each and every interaction and I think inspires confidence.
- ___ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- She is quick and willing to aid.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.

Customer Focus

Summary Scores



6. Develops strong customer relationships.



7. Consistently models positive customer service attitudes.



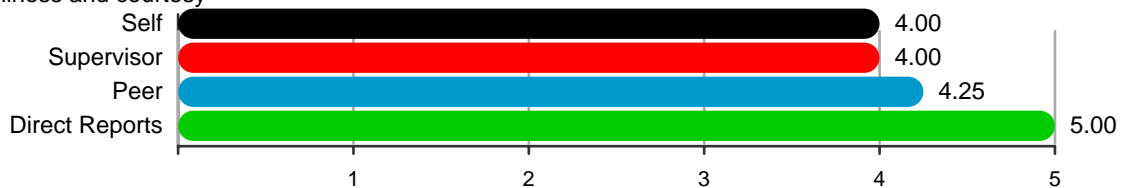
8. Maintains positive customer relationships.



9. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



10. ...friendliness and courtesy



Level of Skill

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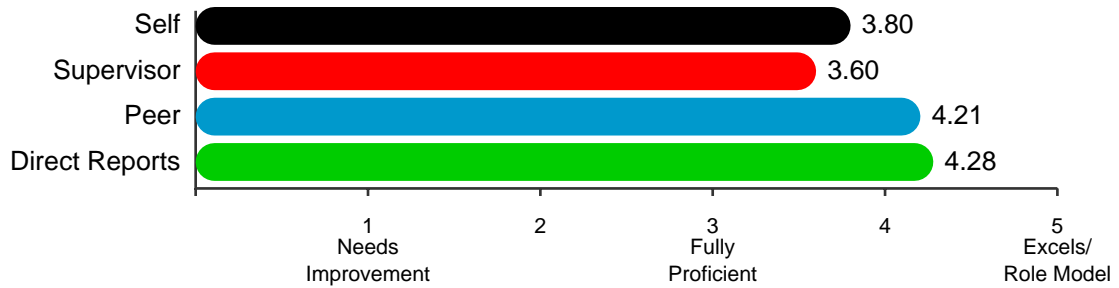
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Develops strong customer relationships.	15	4.00	80.0	7%	13%	53%	27%
7. Consistently models positive customer service attitudes.	15	4.07	80.0		20%	53%	27%
8. Maintains positive customer relationships.	15	4.33	93.3	7%		47%	47%
9. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.47	93.3	7%		40%	53%
10. ...friendliness and courtesy	15	4.47	93.3	7%		40%	53%

Comments:

- One of the things that I most appreciate about ___ is her willingness to mentor and grow new talent.
- She will always be able to state that she did everything she could, she gives this job her all!
- She would benefit from soliciting more feedback and pushing others to do more.
- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- She has established credibility and trust with all the directors and managers.

Self Management

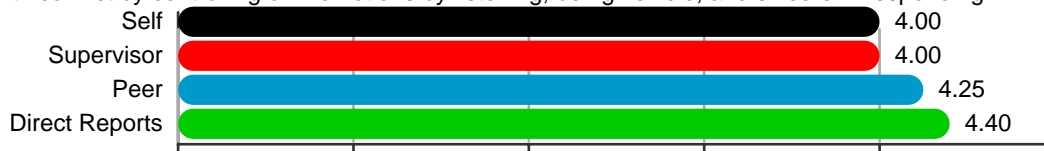
Summary Scores



11. Consciously controls own negative emotions in order to keep team morale up.



12. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



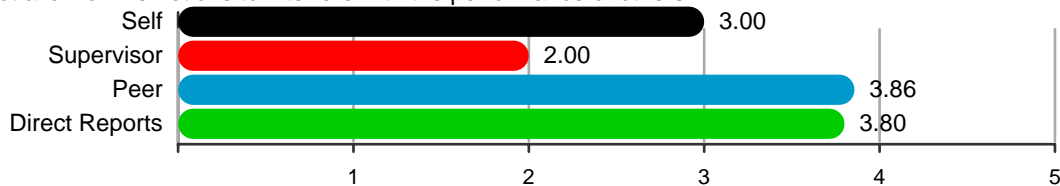
13. Uses patience and self-control in working with customers and associates.



14. Analyzes interpersonal problems instead of reacting to them.



15. Does not allow own emotions to interfere with the performance of others.



Level of Skill

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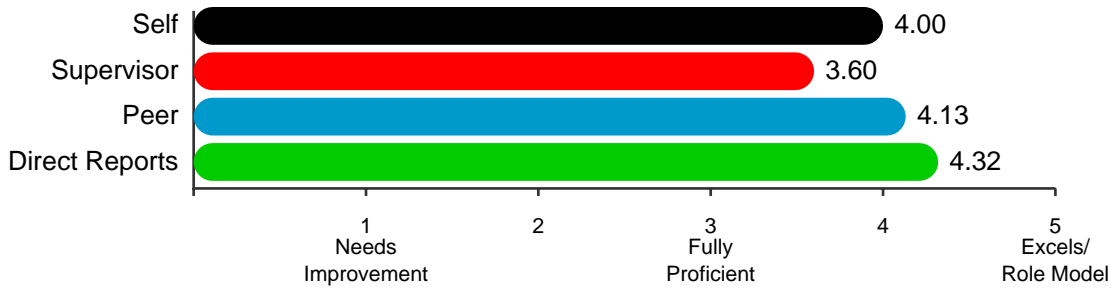
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Consciously controls own negative emotions in order to keep team morale up.	15	4.60	100.0	40%	60%	
12. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.27	100.0	73%	27%	
13. Uses patience and self-control in working with customers and associates.	15	4.33	100.0	67%	33%	
14. Analyzes interpersonal problems instead of reacting to them.	15	3.93	73.3	27%	53%	20%
15. Does not allow own emotions to interfere with the performance of others.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- She knows what her customers needs and seeks to find the best individual to fill those roles.
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- She could improve with a take charge attitude.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.

Conflict Management

Summary Scores



16. Assists team members by helping them see the other point of view.



17. Helps employees to think through alternative ways to resolve conflict situations.



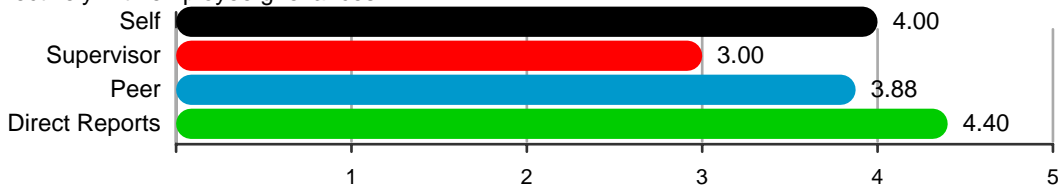
18. Discusses conflict situations with supervisor.



19. Identifies and takes steps to prevent potential confrontations.



20. Deals effectively with employee grievances.



Level of Skill

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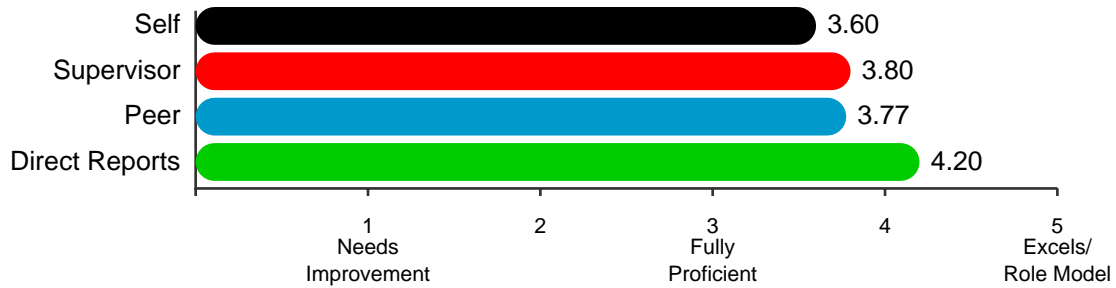
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Assists team members by helping them see the other point of view.	15	4.33	86.7	13%	40%	47%	
17. Helps employees to think through alternative ways to resolve conflict situations.	15	4.27	93.3	7%	60%	33%	
18. Discusses conflict situations with supervisor.	14	4.00	92.9	7%	86%	7%	
19. Identifies and takes steps to prevent potential confrontations.	14	4.14	85.7	7%	7%	50%	36%
20. Deals effectively with employee grievances.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- She quickly addresses any challenges that may arise.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- ___ has high expectation of staff, but provides the support needed for success. She 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.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.

Strategic Focus

Summary Scores



21. Understands & contributes to development of strategic goals.



22. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



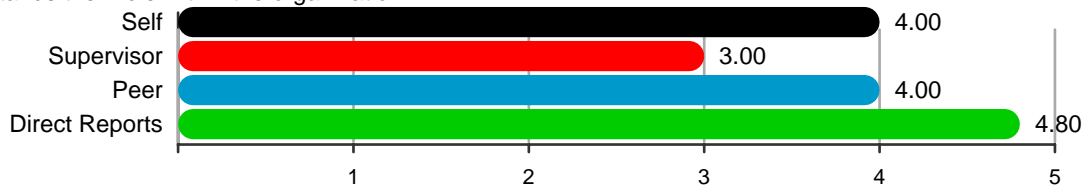
23. Looks for opportunities to enhance contributions to the bottom line.



24. Communicates goals and objectives to employees.



25. Understands their role 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 Improvement) to green (Excels/ Role Model).

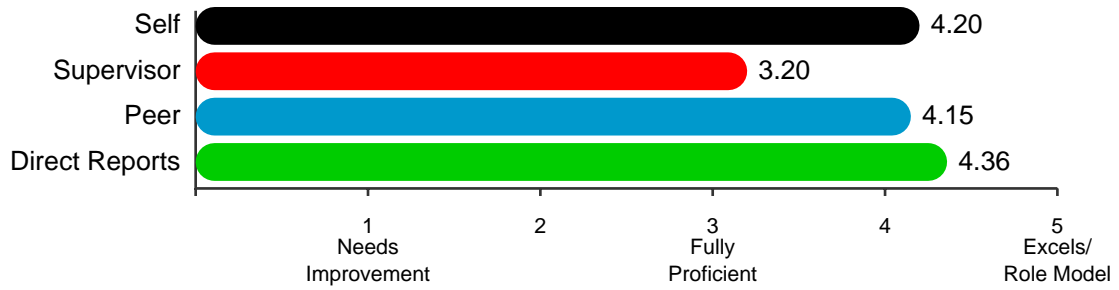
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Understands & contributes to development of strategic goals.	15	4.00	66.7	13%	20%	20%		47%
22. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.47	53.3	13%	33%		47%	7%
23. Looks for opportunities to enhance contributions to the bottom line.	15	3.60	66.7	13%	20%		60%	7%
24. Communicates goals and objectives to employees.	15	4.27	86.7	7%	7%	40%		47%
25. Understands their role within the organization.	15	4.20	80.0	7%	13%	33%		47%

Comments:

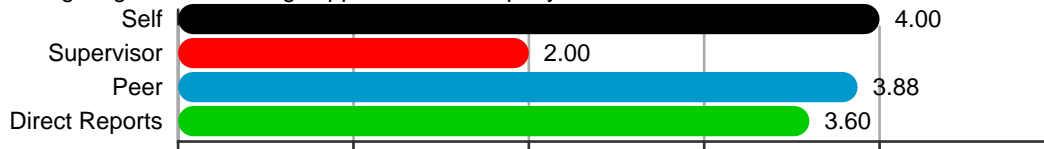
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- She's a good and reliable team member.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- She recognized where I needed help and supported me in making the case to get it.

Fiscal Management

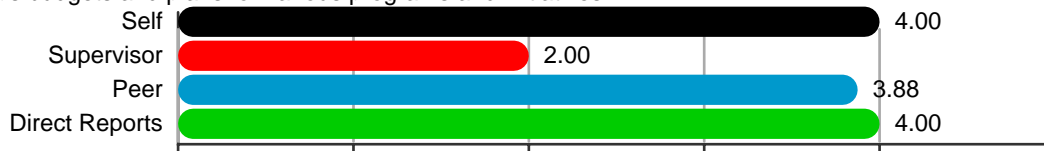
Summary Scores



26. Provides budgeting and accounting support to the Company.



27. Develops budgets and plans for various programs and initiatives.



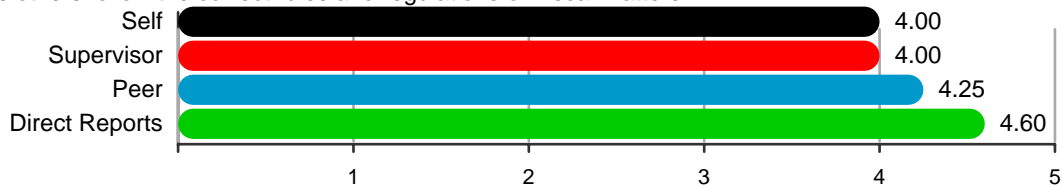
28. Monitors expenses and verifies the need for items purchased.



29. Develops of the department's annual budget.



30. Ensures others follow the correct rules and regulations on fiscal matters.



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. Provides budgeting and accounting support to the Company.	15	3.67	66.7	20%	13%	47%		20%
27. Develops budgets and plans for various programs and initiatives.	15	3.80	73.3	20%	7%	47%		27%
28. Monitors expenses and verifies the need for items purchased.	15	4.33	86.7		13%	40%		47%
29. Develops of the department's annual budget.	15	4.67	100.0			33%		67%
30. Ensures others follow the correct rules and regulations on fiscal matters.	15	4.33	100.0			67%		33%

Comments:

- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- She can fall behind on projects without providing timely feedback.
- I enjoy working with ___ and look forward to future opportunities for collaboration.

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?

- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- Has good intentions, but follow through needs more work.
- ___ 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.
- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.

What do you like best about working with this individual?

- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- I appreciate her perspective and guidance on a variety of things.
- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- She is always available to listen, lend a hand, or guide the staff when needed.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- Takes complete ownership of role and looks for ways to assist teammates.

What do you like least about working with this individual?

- ___ is an excellent communicator and is very open and supportive to her staff.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- Participating in Core Competency Training has provided me with the tools to implement best practices, etc. All of which have been well received by staff. I also took the time to reach out to my HR Business Partner and utilize her knowledge for assistance on improving some of my weaker area's. This opportunity is helping re-build my confidence level with staff.
- ___ is respected by the team and they openly seek out her advise or opinion.
- Outstanding leader.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.

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

- Her years of experience and wisdom are generously shared and appreciated.
- I really enjoy her mentorship.
- I love how she is always open to approach with any questions I have, no matter the hour.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.

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

- ___ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- I think she is the kind of manager our department has needed and will continue to need.

Any final comments?

- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.