



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.

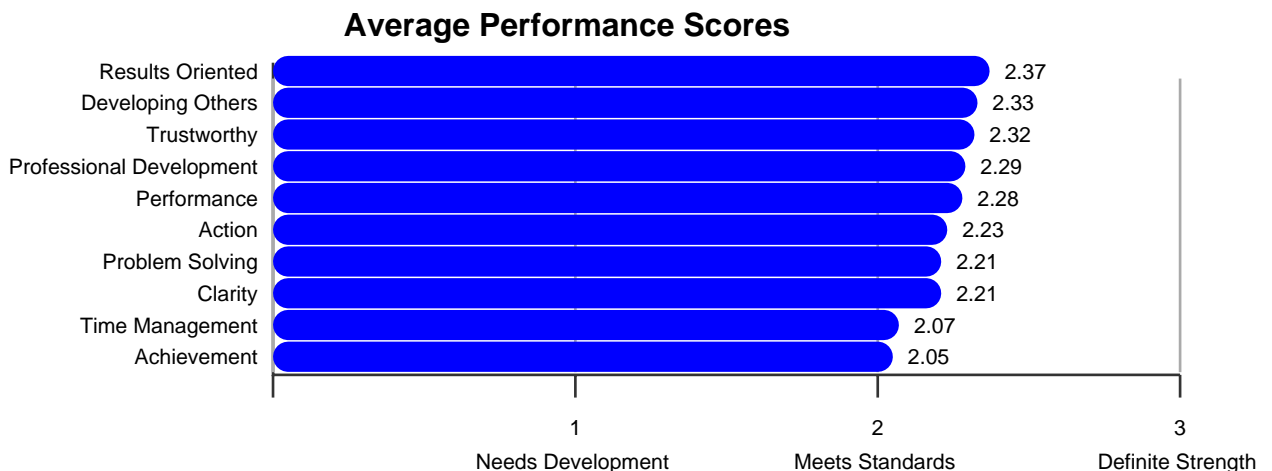
What to Do with Your Feedback

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.



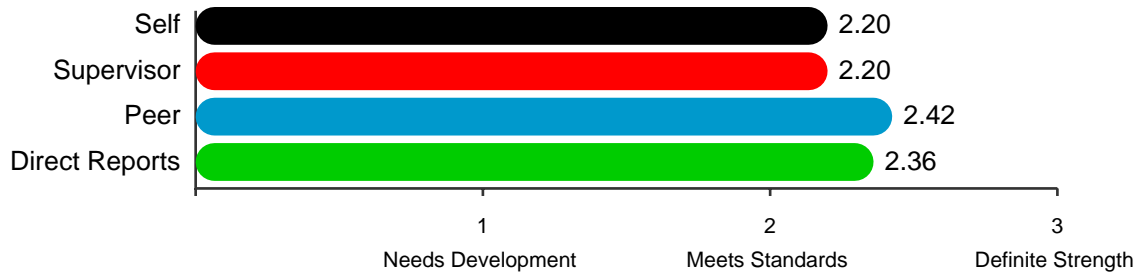
Gap Analysis

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.



Results Oriented

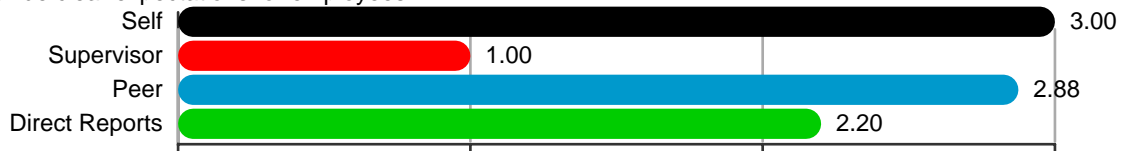
Summary Scores



1. You stay focused on meeting the needs of customers.



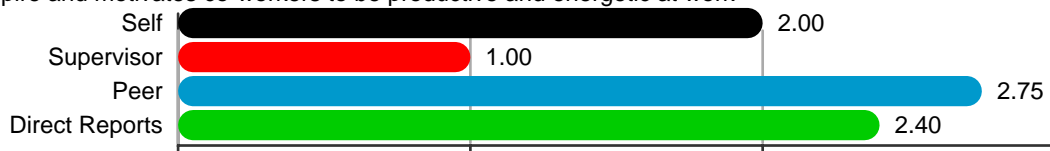
2. You provide clear expectations for employees.



3. You direct team in prioritizing daily work activities



4. You inspire and motivates co-workers to be productive and energetic at work



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



Level of Skill

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

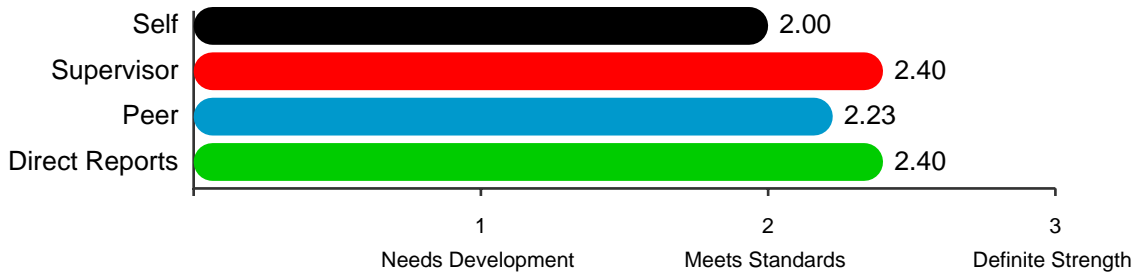
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You stay focused on meeting the needs of customers.	15	2.27	33.3	7%	60%	33%
2. You provide clear expectations for employees.	15	2.53	73.3	20%	7%	73%
3. You direct team in prioritizing daily work activities	15	2.33	40.0	7%	53%	40%
4. You inspire and motivates co-workers to be productive and energetic at work	15	2.47	53.3	7%	40%	53%
5. You help others when free-time is available.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- ___ takes people where they want to go and pushes them to be their own success.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- Timeliness and accountability of projects.
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.

Performance

Summary Scores



6. You work well in this position.



7. You produce quality



8. You listen and respond to issues and problems



9. You are able to organize work.



10. You work effectively in the department.



Level of Skill

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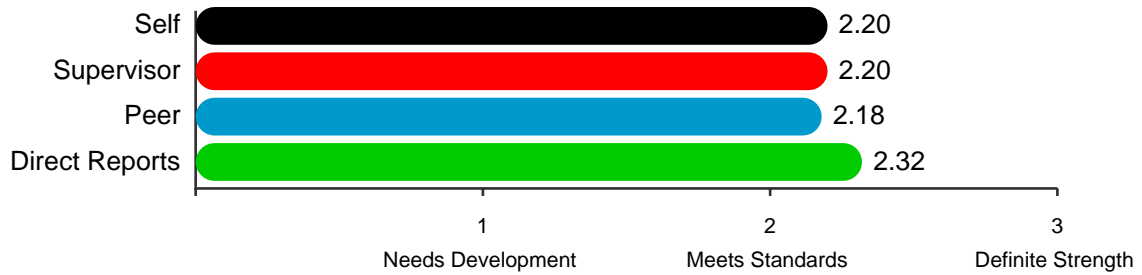
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You work well in this position.	15	2.13	33.3	20%	47%	33%
7. You produce quality	15	2.07	26.7	20%	53%	27%
8. You listen and respond to issues and problems	15	2.33	40.0	7%	53%	40%
9. You are able to organize work.	15	2.40	53.3	13%	33%	53%
10. You work effectively in the department.	15	2.47	60.0	13%	27%	60%

Comments:

- ____, more than most, takes what we've learned and implements changes.
- She always steps up and gets what needs to be done completed.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ____ is trying to communicate with them, I also understand why ____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ____ does a good job.
- ____ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- Great year of growth!
- She is a natural and perfect fit for the CFO position.

Action

Summary Scores



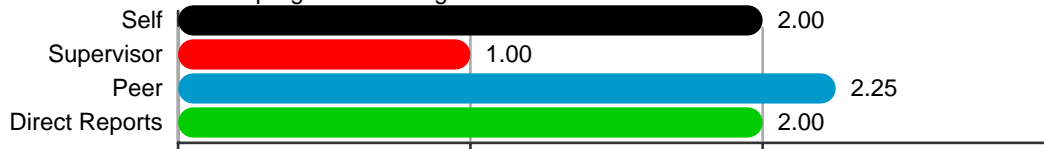
11. You make effective decisions



12. You motivate & supports others to gain skills



13. You drive and mobilizes others progress toward goals.



14. You display high energy and enthusiasm on consistent basis.



15. You work quickly when faced with difficult problems.



Level of Skill

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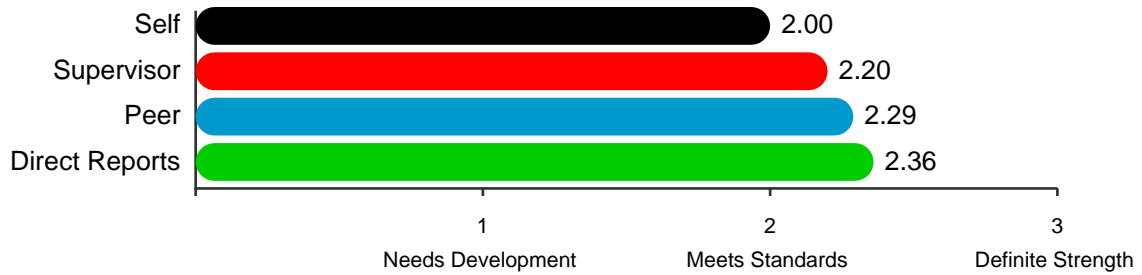
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You make effective decisions	15	2.33	40.0	7%	53%	40%
12. You motivate & supports others to gain skills	15	2.07	20.0	13%	67%	20%
13. You drive and mobilizes others progress toward goals.	15	2.07	26.7	20%	53%	27%
14. You display high energy and enthusiasm on consistent basis.	15	2.27	40.0	13%	47%	40%
15. You work quickly when faced with difficult problems.	14	2.43	50.0	7%	43%	50%

Comments:

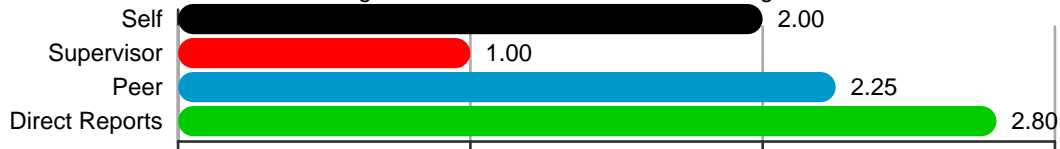
- Provide more clarity. Increase your technical knowledge.
- ___ is always working to include staff in a shared decision making processes.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- ___ has been very supportive of me and the Institute.
- I appreciate her perspective and guidance on a variety of things.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

Professional Development

Summary Scores



16. You demonstrate enthusiasm and a willingness to learn new skills and knowledge



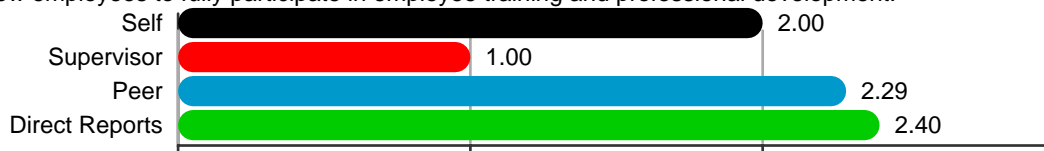
17. You encourage employees to take courses relevant to their job.



18. You keep yourself up-to-date of technical/professional issues



19. You allow employees to fully participate in employee training and professional development.



20. You quickly acquire and apply new knowledge and skills when needed



Level of Skill

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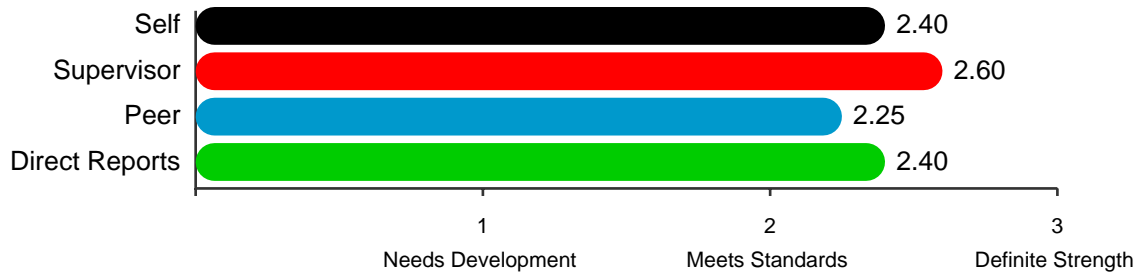
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	46.7	13%	40%	47%
17. You encourage employees to take courses relevant to their job.	15	2.33	40.0	7%	53%	40%
18. You keep yourself up-to-date of technical/professional issues	14	2.00	14.3	14%	71%	14%
19. You allow employees to fully participate in employee training and professional development.	14	2.21	42.9	21%	36%	43%
20. You quickly acquire and apply new knowledge and skills when needed	15	2.53	60.0	7%	33%	60%

Comments:

- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.

Developing Others

Summary Scores



21. You recognize and celebrates accomplishments of others.



22. You assign tasks and responsibilities to develop skills of others.



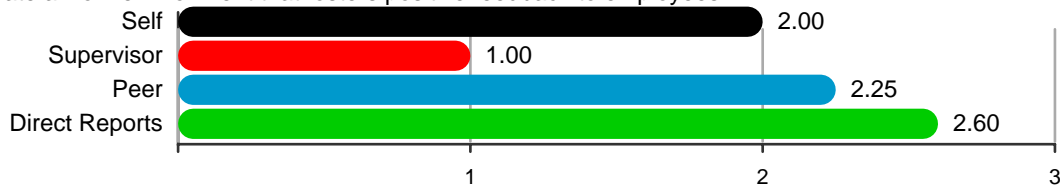
23. You provide constructive feedback to others.



24. You are open to receiving feedback.



25. You create a work environment that fosters positive feedback to employees.



Level of Skill

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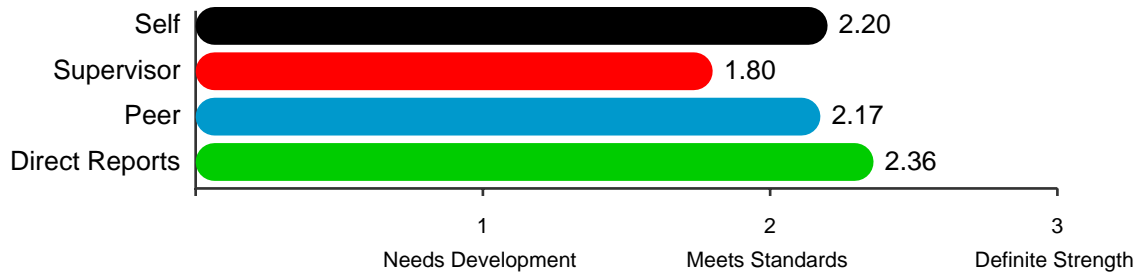
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You recognize and celebrates accomplishments of others.	15	2.60	66.7	7%	27%	67%
22. You assign tasks and responsibilities to develop skills of others.	15	2.33	40.0	7%	53%	40%
23. You provide constructive feedback to others.	15	2.07	20.0	13%	67%	20%
24. You are open to receiving feedback.	15	2.40	53.3	13%	33%	53%
25. You create a work environment that fosters positive feedback to employees.	15	2.27	53.3	27%	20%	53%

Comments:

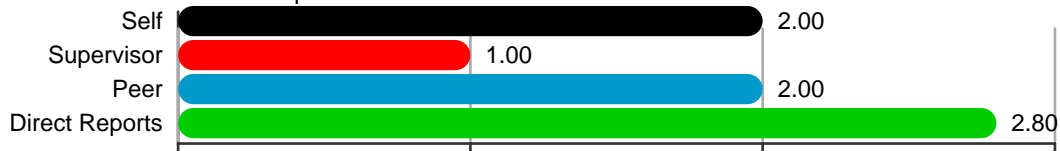
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- Provide regular updates on the progress of work/tasks/projects.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

Problem Solving

Summary Scores



26. You understand the root causes of problems.



27. You implement effective solutions to critical problems.



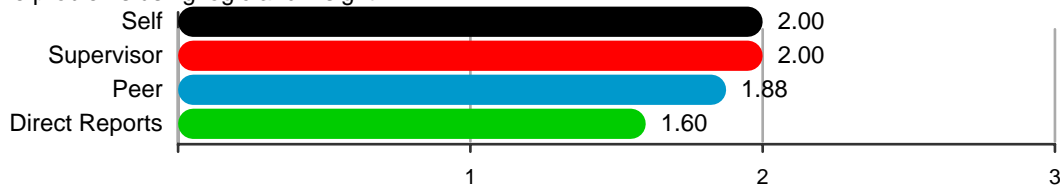
28. You identify and assess all potential responses to a problem.



29. You can develop innovative solutions to problems.



30. You solve problems using logic and insight.



Level of Skill

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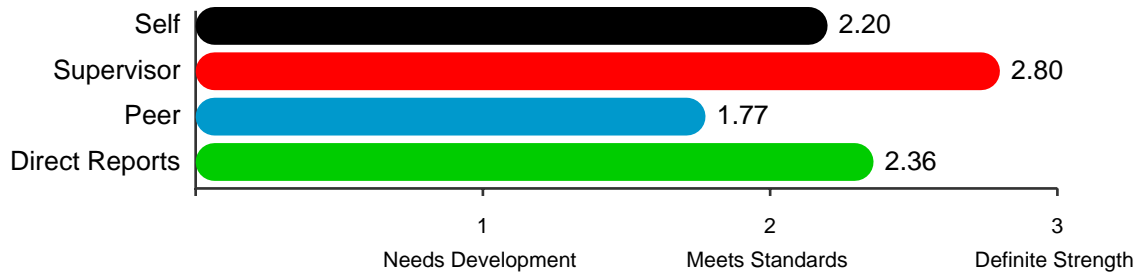
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You understand the root causes of problems.	15	2.20	33.3	13%	53%	33%
27. You implement effective solutions to critical problems.	15	2.00	26.7	27%	47%	27%
28. You identify and assess all potential responses to a problem.	15	2.47	53.3	7%	40%	53%
29. You can develop innovative solutions to problems.	15	2.60	60.0		40%	60%
30. You solve problems using logic and insight.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.

Time Management

Summary Scores



31. You do not procrastinate.



32. You leave time in the schedule for unplanned contingencies.



33. You prioritize new tasks according to your relative importance.



34. You deal effectively with interruptions.



35. You make time for developing plans and schedules.



Level of Skill

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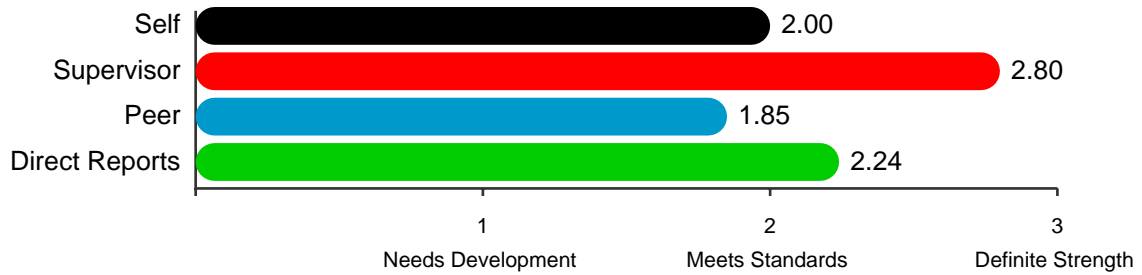
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You do not procrastinate.	15	2.13	33.3	20%	47%	33%
32. You leave time in the schedule for unplanned contingencies.	15	2.13	33.3	20%	47%	33%
33. You prioritize new tasks according to your relative importance.	15	2.07	33.3	27%	40%	33%
34. You deal effectively with interruptions.	15	2.13	26.7	13%	60%	27%
35. You make time for developing plans and schedules.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- One of the best supervisors that I have had.
- What I like is her standard line what resources do you need from me to make this work?

Achievement

Summary Scores



36. You hold others to high standards of achievement.



37. You establish Specific Measurable Achievable Realistic and Timed (SMART) goals.



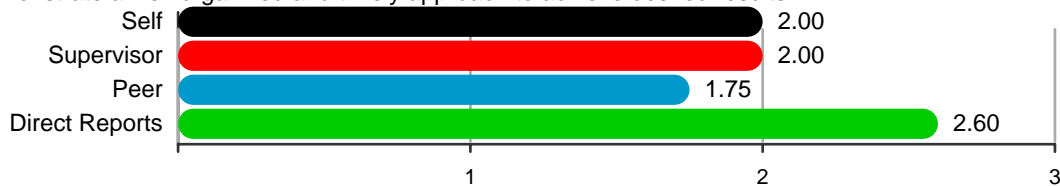
38. You establish stretch goals to advance skills and output.



39. You set ambitious standards of performance.



40. You demonstrate a well-organized and timely approach to achieve desired results



Level of Skill

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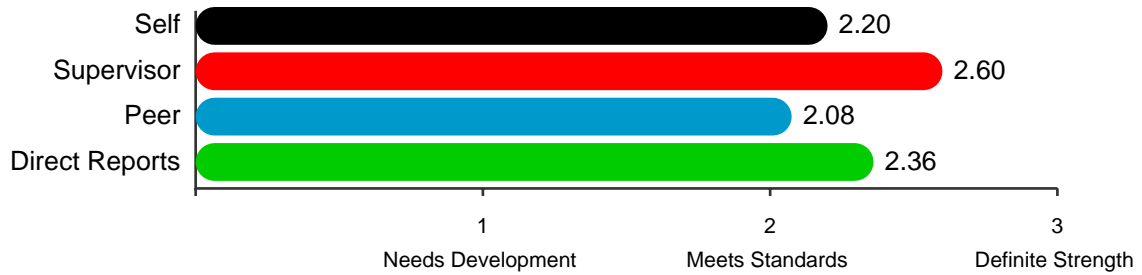
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You hold others to high standards of achievement.	15	1.87	20.0	33%	47%	20%
37. <u>You establish Specific Measurable Achievable Realistic and Timed (SMART) goals.</u>	15	1.93	13.3	20%	67%	13%
38. You establish stretch goals to advance skills and output.	15	2.07	33.3	27%	40%	33%
39. You set ambitious standards of performance.	15	2.33	33.3		67%	33%
40. You demonstrate a well-organized and timely approach to achieve desired results	15	2.07	33.3	27%	40%	33%

Comments:

- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- ___ 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.
- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- She has been challenging us to find other ways to communicate that would be effective, other than email.

Clarity

Summary Scores



41. You provide a clear vision for the future.



42. You make sure employees understand why they were given certain assignments.



43. You adjust communication methods to the needs of the audience.



44. You clearly explains responsibilities to individuals.



45. You clarify problems and your causes to help employees correct them.



Level of Skill

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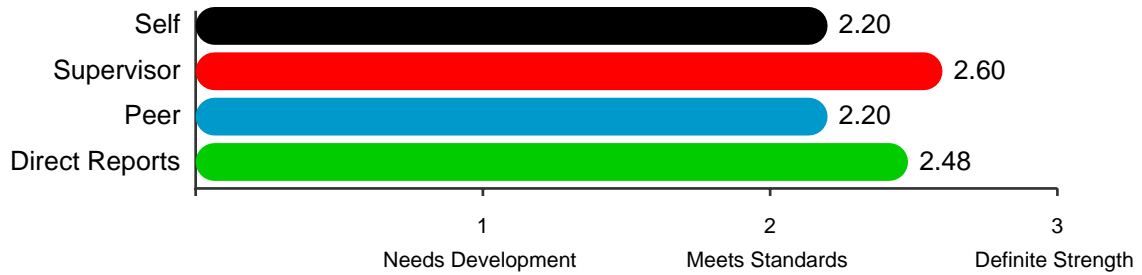
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42. You make sure employees understand why they were given certain assignments.	15	2.13	33.3	20%	47%	33%
43. You adjust communication methods to the needs of the audience.	15	2.20	40.0	20%	40%	40%
44. You clearly explains responsibilities to individuals.	15	2.20	26.7	7%	67%	27%
45. You clarify problems and your causes to help employees correct them.	15	2.53	60.0	7%	33%	60%

Comments:

- Sometimes the desired outcomes and expectations are not clearly communicated.
- Don't be afraid to ask questions when stuck on a task.
- ___ is a "One of a kind" She is a great manager.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.

Trustworthy

Summary Scores



46. You are trustworthy; is someone that can be trusted.



47. You demonstrate congruence between statements and actions.



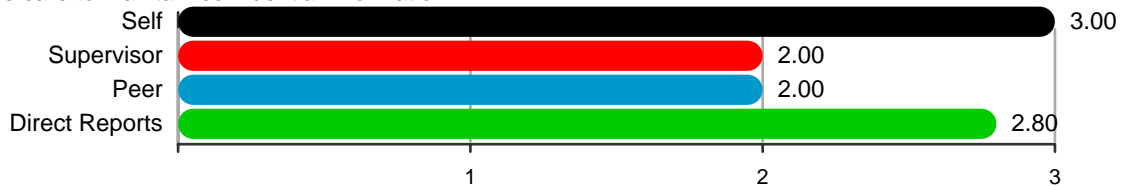
48. You work in a way that makes others want to work with you.



49. You deliver on promises made.



50. You take care to maintain confidential information.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
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47. You demonstrate congruence between statements and actions.	15	2.13	26.7	13%	60%	27%
48. You work in a way that makes others want to work with you.	15	2.40	40.0		60%	40%
49. You deliver on promises made.	15	2.47	46.7		53%	47%
50. You take care to maintain confidential information.	15	2.33	46.7	13%	40%	47%

Comments:

- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- Take charge without feeling like you need approval.

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 think at times her dedication to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.

What do you like best about working with this individual?

- Sometimes difficult to understand what is being asked. Provide more clarity.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- ___ has the talent to use different Leadership styles to fit the situation.
- She understands where our opportunities for savings in the employee benefits plan may be.

What do you like least about working with this individual?

- I believe I need to give her a chance to get into her position.
- I do very much appreciate that ___ will support me in a decision when needed.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.

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

- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- ___ exceeds in above in all she does.

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

- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- she has patience.
- ___ is very professional in dealing with her peers and the staff.
- I honestly cannot think of anything that she could improve on.
- She is truly dedicated to doing a good job, by helping us do a good job.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.

Any final comments?

- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- We have made improvements in our documentation and have decreased duplicate reporting.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.