



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.

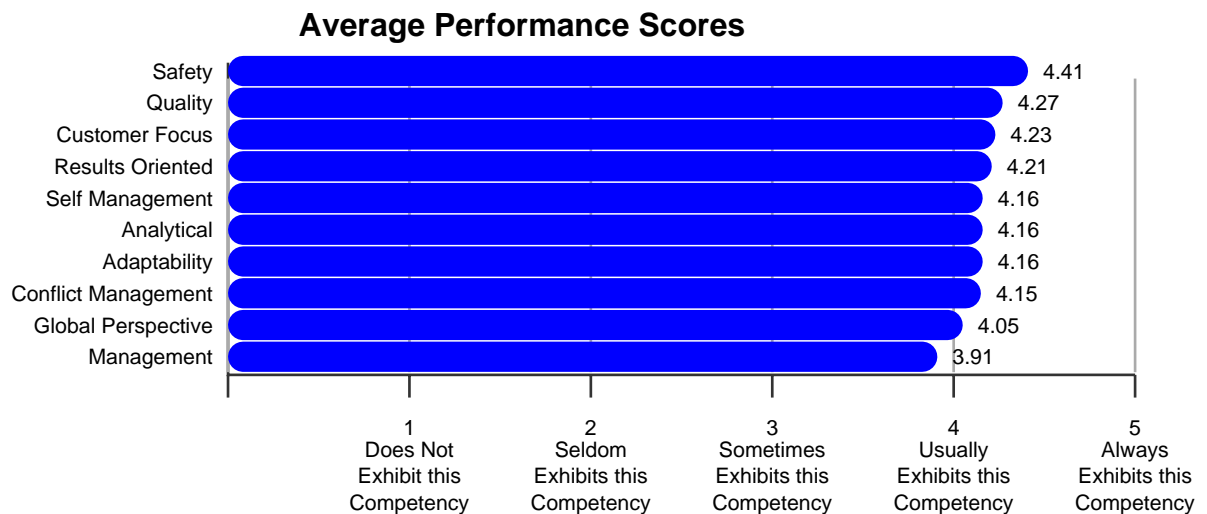
## What to Do with Your Feedback

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.



# Safety

## Summary Scores



1. Is not afraid to question a potential safety issue observed in the workplace.



2. Performs work safely.



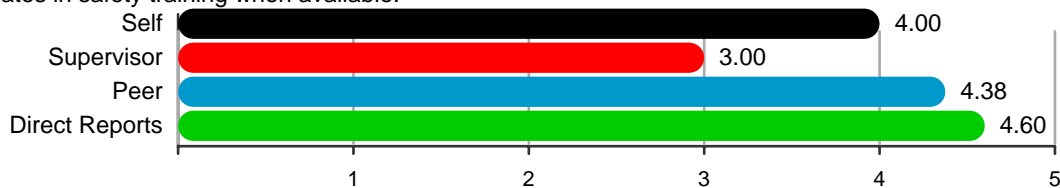
3. Points out behaviors in others that may be unsafe.



4. Develops a sustainable safety culture.



5. Participates in safety training when 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Is not afraid to question a potential safety issue observed in the workplace.	15	4.20	93.3	7%		67%		27%
2. Performs work safely.	15	4.87	100.0		13%		87%	
3. Points out behaviors in others that may be unsafe.	15	4.27	93.3	7%		60%		33%
4. Develops a sustainable safety culture.	15	4.40	86.7	13%	33%		53%	
5. Participates in safety training when available.	15	4.33	93.3	7%		53%		40%

### Comments:

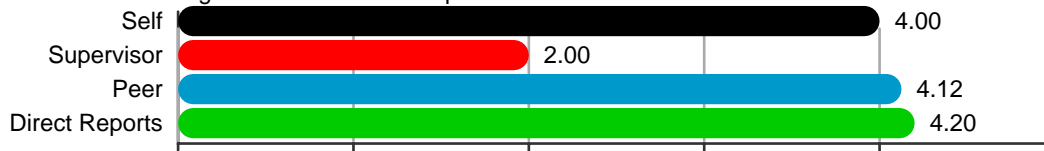
- \_\_\_ is a great manager and has nothing but the greatest interest for her employees and customers.
- \_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- I appreciate her openness and availability to all the staff.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- I am VERY fortunate to be on her team and part of this division.
- I think she is an asset to the department.

# Quality

## Summary Scores



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



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



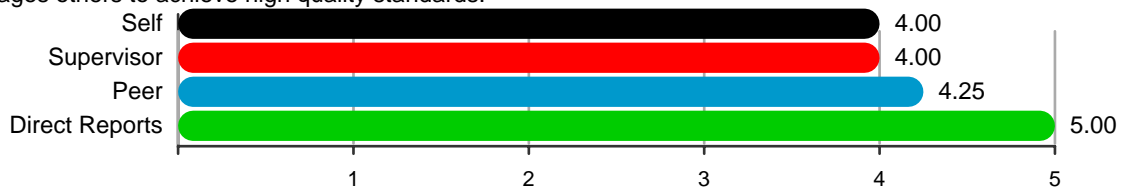
8. Corrects issues in a timely manner.



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



10. Encourages others to achieve high quality standards.



## Level of Skill

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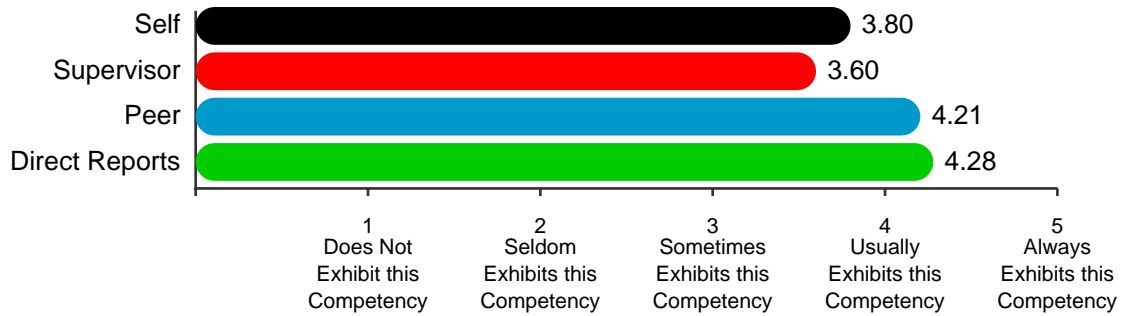
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Reflects on what is working and what could be improved.	15	4.00	80.0	7%	13%	53%	27%	
7. Always strives to produce the highest quality work products.	15	4.07	80.0		20%	53%	27%	
8. Corrects issues in a timely manner.	15	4.33	93.3	7%	47%		47%	
9. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.47	93.3	7%	40%		53%	
10. Encourages others to achieve high quality standards.	15	4.47	93.3	7%	40%		53%	

### Comments:

- \_\_\_ takes the time to understand her team and the strengths that each team member brings to the organization.
- \_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- She is a real advocate for the customers. Excellent department and computer skills
- \_\_\_ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- Sometimes the desired outcomes and expectations are not clearly communicated.

# Self Management

## Summary Scores



11. Steps away from a situation to process appropriate response.



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



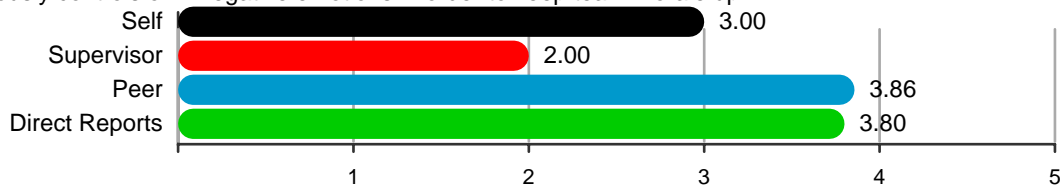
13. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



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



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





## Level of Skill

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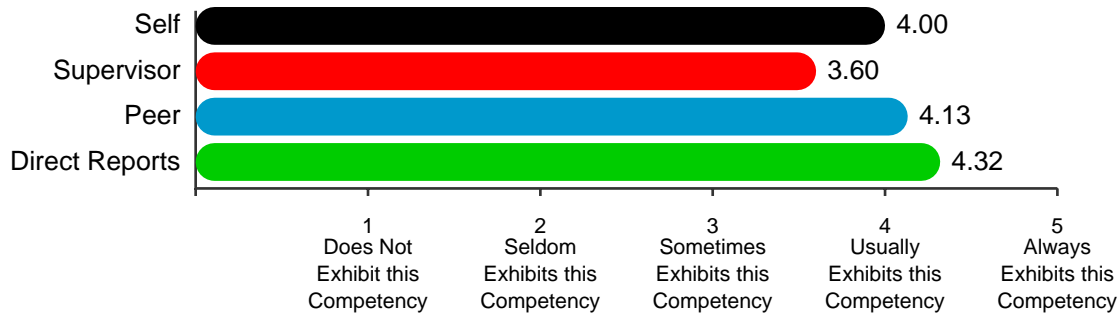
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Steps away from a situation to process appropriate response.	15	4.60	100.0			40%	60%	
12. Does not allow own emotions to interfere with the performance of others.	15	4.27	100.0			73%		27%
13. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.33	100.0			67%		33%
14. Uses patience and self-control in working with customers and associates.	15	3.93	73.3	27%		53%		20%
15. Consciously controls own negative emotions in order to keep team morale up.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- She stays in her office, and is largely oblivious to the daily activities of customer service.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- \_\_\_ is a great partner in Systems Implementation.
- \_\_\_ is an excellent manager, our dept.is a good place to work with her as a boss
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.

# Conflict Management

## Summary Scores



### 16. Identifies and takes steps to prevent potential confrontations.



### 17. Deals effectively with employee grievances.



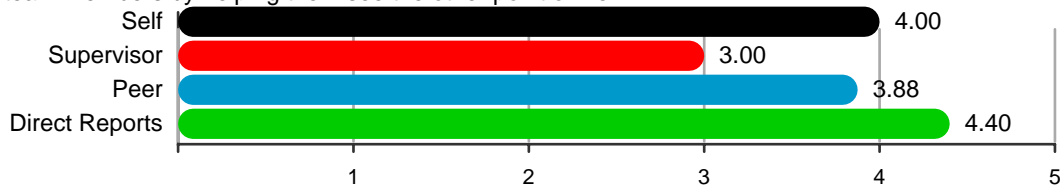
### 18. Clearly expresses expectations to others.



### 19. Discusses conflict situations with supervisor.



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



### Level of Skill

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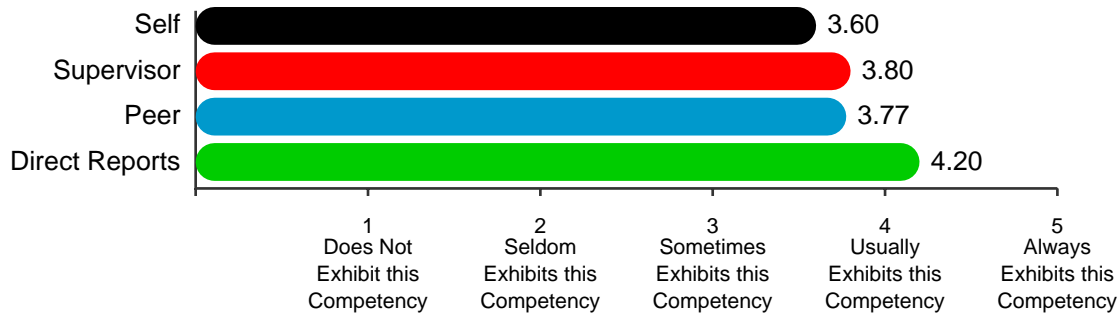
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Identifies and takes steps to prevent potential confrontations.	15	4.33	86.7	13%	40%	47%		
17. Deals effectively with employee grievances.	15	4.27	93.3	7%	60%	33%		
18. Clearly expresses expectations to others.	14	4.00	92.9	7%	86%	7%		
19. Discusses conflict situations with supervisor.	14	4.14	85.7	7%	7%	50%	36%	
20. Assists team members by helping them see the other point of view.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- \_\_\_ is a very effective leader and excellent communicator.
- 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.
- Overall, I think \_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.

# Management

## Summary Scores



### 21. Takes responsibility for things that go wrong



### 22. Sets an example for others to follow



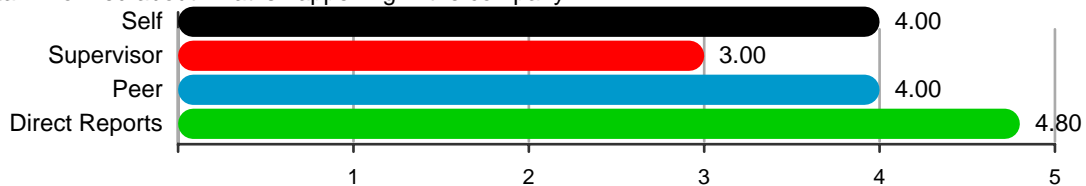
### 23. Delegate tasks effectively



### 24. Is ready to offer help



### 25. Keep staff informed about what is happening in the company



### Level of Skill

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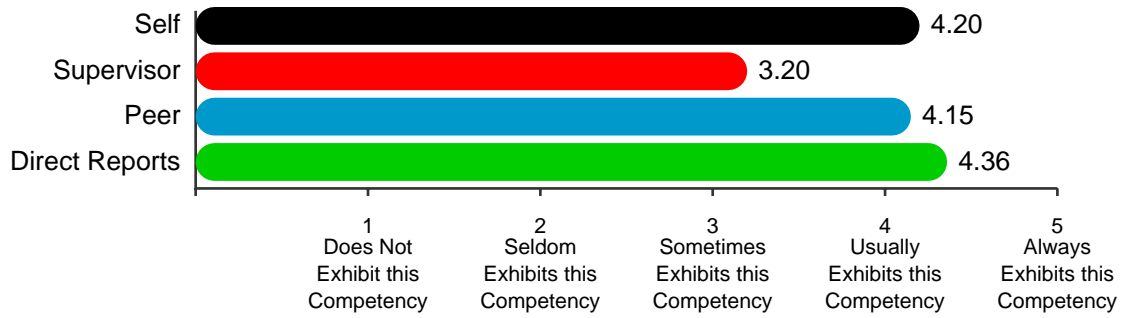
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Takes responsibility for things that go wrong	15	4.00	66.7	13%	20%	20%	47%	
22. Sets an example for others to follow	15	3.47	53.3	13%	33%	47%	7%	
23. Delegate tasks effectively	15	3.60	66.7	13%	20%	60%	7%	
24. Is ready to offer help	15	4.27	86.7	7%	7%	40%	47%	
25. Keep staff informed about what is happening in the company	15	4.20	80.0	7%	13%	33%	47%	

Comments:

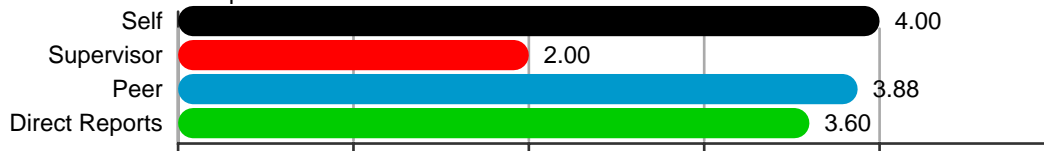
- \_\_\_ has been so helpful to me as a new manager.
- \_\_\_ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- \_\_\_ is fully engaged in her unit. She took on the position and jumped in with both feet.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.

# Analytical

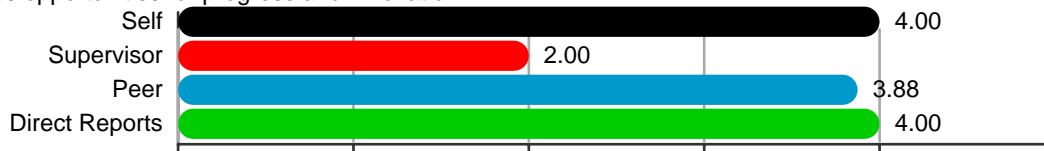
## Summary Scores



26. Identifies the root cause of a problem.



27. Identifies opportunities for progress and innovation.



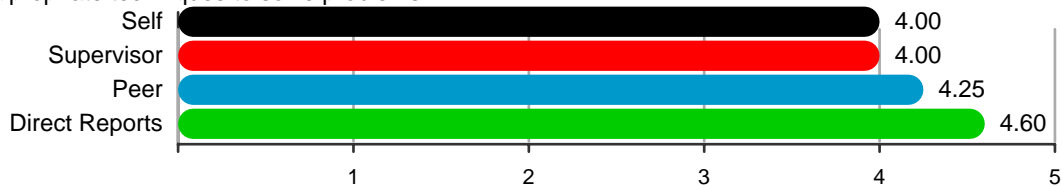
28. Implements data validation techniques and methods.



29. Prioritizes various actions to be taken when solving a problem.



30. Uses appropriate techniques to solve problems.



## Level of Skill

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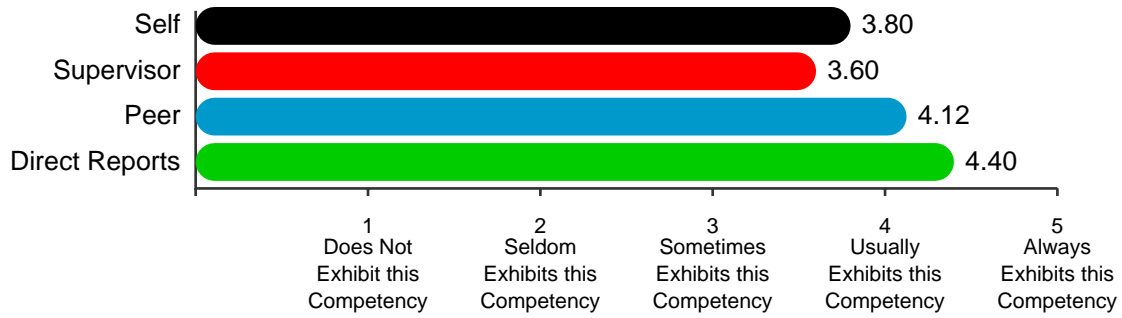
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Identifies the root cause of a problem.	15	3.67	66.7	20%	13%	47%	20%	
27. Identifies opportunities for progress and innovation.	15	3.80	73.3	20%	7%	47%	27%	
28. Implements data validation techniques and methods.	15	4.33	86.7		13%	40%	47%	
29. Prioritizes various actions to be taken when solving a problem.	15	4.67	100.0			33%	67%	
30. Uses appropriate techniques to solve problems.	15	4.33	100.0			67%	33%	

### Comments:

- She make sure the team effort not only succeed on paper.
- I feel \_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- She has grown as a manager in the last few months and it shows.
- She encourages individual and professional improvement and provides educational opportunities.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She follows up on questions and she is easily accessible. I think she is doing a great job!

# Adaptability

## Summary Scores



### 31. Able to adapt to changes in technology and processes.



### 32. Develops insights and applies innovative solutions to projects and problems.



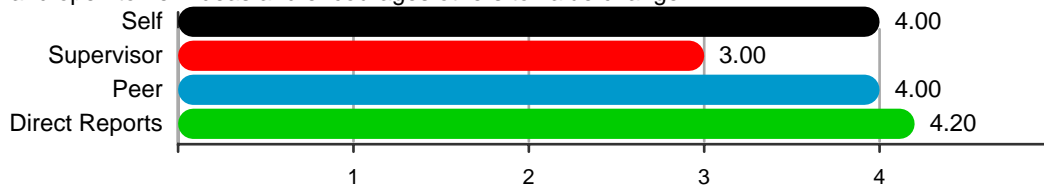
### 33. Adjusts priorities to changing business goals.



### 34. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.



### 35. Flexible and open to new ideas and encourages others to value change.





## Level of Skill

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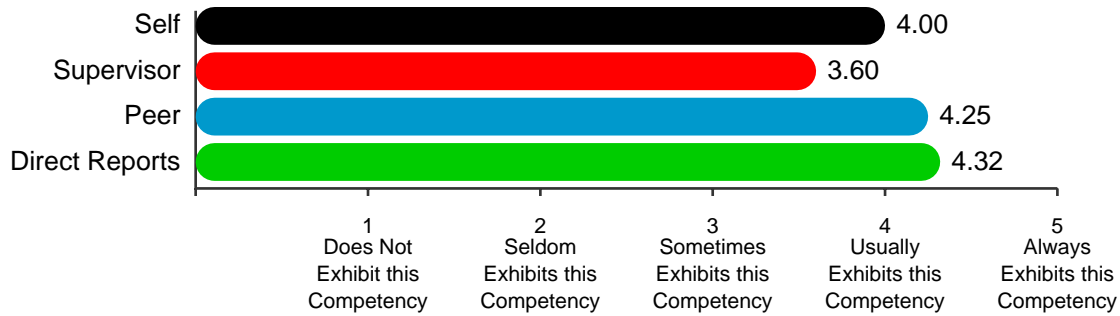
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Able to adapt to changes in technology and processes.	15	4.07	80.0	20%		53%		27%
32. Develops insights and applies innovative solutions to projects and problems.	15	4.47	100.0		53%		47%	
33. Adjusts priorities to changing business goals.	15	4.13	80.0	20%		47%		33%
34. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	4.13	86.7	13%		60%		27%
35. Flexible and open to new ideas and encourages others to value change.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- I love how she is always open to approach with any questions I have, no matter the hour.
- \_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.
- \_\_\_ has been in a challenging role this past year with a lot of change and transitions.

# Results Oriented

## Summary Scores



36. Provides clear expectations for employees.



37. Works toward achievement of goals even when confronted with obstacles.



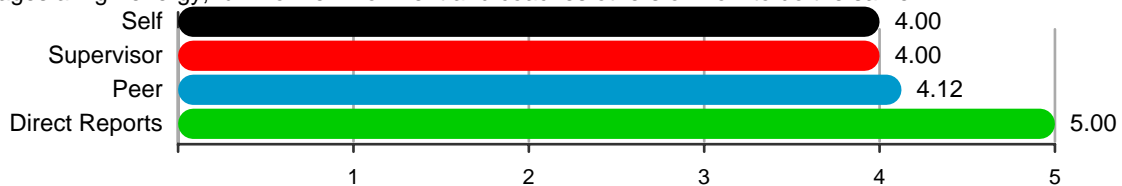
38. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



39. Explains the "whys" behind organizational objectives



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



## Level of Skill

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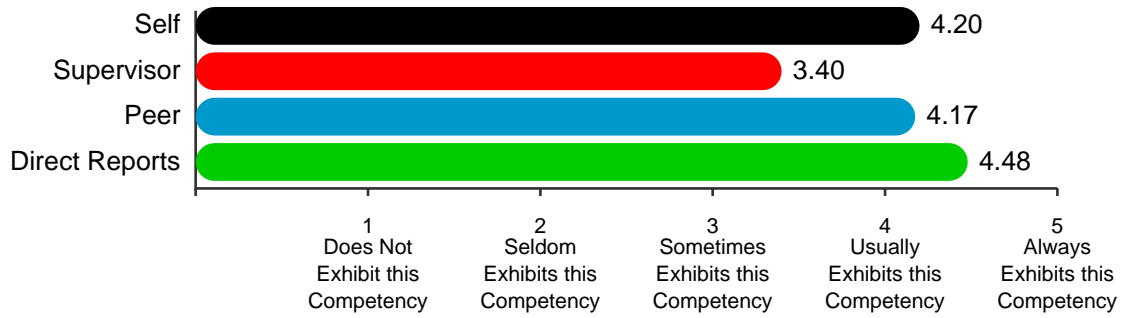
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Provides clear expectations for employees.	15	4.33	100.0			67%		33%
37. Works toward achievement of goals even when confronted with obstacles.	15	3.93	80.0	13%	7%	53%		27%
38. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	4.27	86.7		13%	47%		40%
39. Explains the "whys" behind organizational objectives	15	4.13	86.7		13%	60%		27%
40. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	4.40	93.3		7%	47%		47%

### Comments:

- \_\_\_ has been eager to learn her new position and is transitioning well.
- She has helped make me a better manager through her actions and follow through.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- Great addition to the department!
- Don't know where we would be without her.
- \_\_\_ is an amazing manager. She genuinely cares about her staff.

# Customer Focus

## Summary Scores



### 41. ...friendliness and courtesy



### 42. Maintains positive customer relationships.



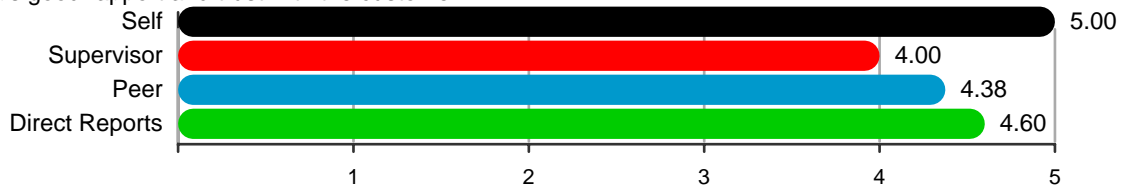
### 43. Considers customers point of view when making decisions.



### 44. Consistently models positive customer service attitudes.



### 45. Develops good rapport and trust with the customer.



### Level of Skill

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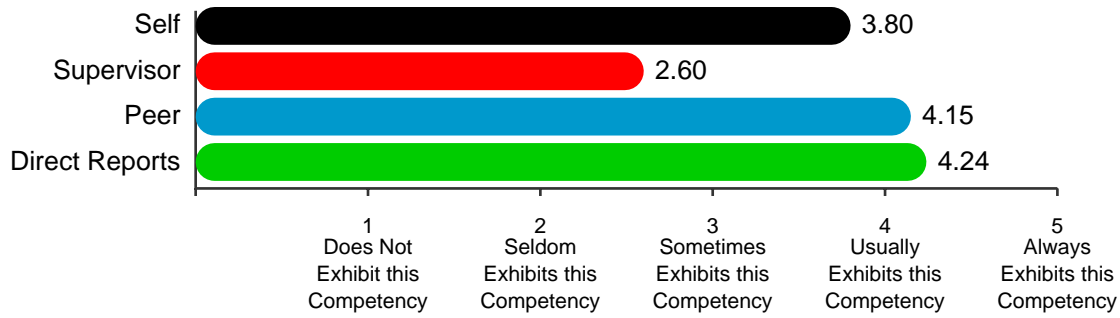
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. ...friendliness and courtesy	15	4.33	93.3	7%		53%		40%
42. Maintains positive customer relationships.	15	4.20	80.0	20%		40%		40%
43. Considers customers point of view when making decisions.	15	4.13	86.7	13%		60%		27%
44. Consistently models positive customer service attitudes.	15	4.00	86.7	13%		73%		13%
45. Develops good rapport and trust with the customer.	15	4.47	93.3	7%		40%		53%

Comments:

- \_\_\_ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- \_\_\_'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- \_\_\_ always has the customer at the center of focus.
- \_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that \_\_\_'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- Need to continue to engage staff in team development and role clarification.

# Global Perspective

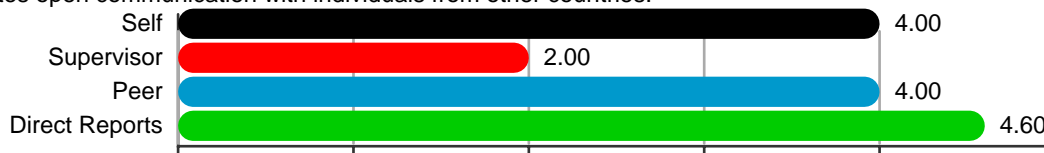
## Summary Scores



46. Understands global systems such as the global economy.



47. Facilitates open communication with individuals from other countries.



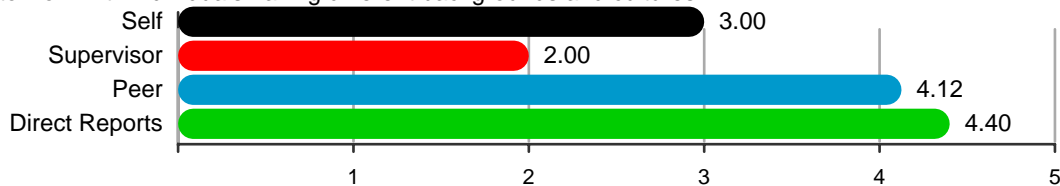
48. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.



49. Can effectively deliver presentations to international clients.



50. Is able to work with individuals having different backgrounds and cultures.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Understands global systems such as the global economy.	15	3.87	80.0	7%	13%	67%	13%	
47. Facilitates open communication with individuals from other countries.	15	4.07	86.7	13%		53%	33%	
48. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	4.13	86.7		13%	60%	27%	
49. Can effectively deliver presentations to international clients.	15	4.20	86.7	7%	7%	47%	40%	
50. Is able to work with individuals having different backgrounds and cultures.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- When \_\_\_ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- She couldn't be more engaged if she tried.
- I find her to be a stellar asset to our team at [CompanyName].
- \_\_\_ is approachable and professional in her interaction with staff and with customers.
- \_\_\_ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and \_\_\_ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

## 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?

- \_\_\_ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- \_\_\_ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- \_\_\_ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.

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

- Have persistence and tenacity
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- \_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- In one word I can summarize \_\_\_ in leadership skill. WOW!
- I look forward to learning and improving with her and the other members in the division.
- Dependability, with whatever is needed.

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

- \_\_\_ Communicated well with her staff, as we define our new roles \_\_\_ is always there to give us direction.
- \_\_\_'s job performance exceeds all the elements.
- \_\_\_ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when \_\_\_ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.

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

- \_\_\_ would be my choice for permanent manager of the department.
- She has always encouraged others and provided tools for the employee to do so.
- \_\_\_ is determined to help make [CompanyName] successful.
- She is an outstanding manager.
- \_\_\_ strives to be professional with each and every interaction and I think inspires confidence.
- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.



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

- She is a fantastic resource.
- \_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- \_\_\_ has an impressive vision for the company.
- Professional Growth: \_\_\_ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- Please know that stress can occasionally slow down progress.
- \_\_\_ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.

### Any final comments?

- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- \_\_\_ is a great partner in Systems Implementation.
- Whenever \_\_\_ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_ was there). She also participated in interviews within my department and was a valuable member.