

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.

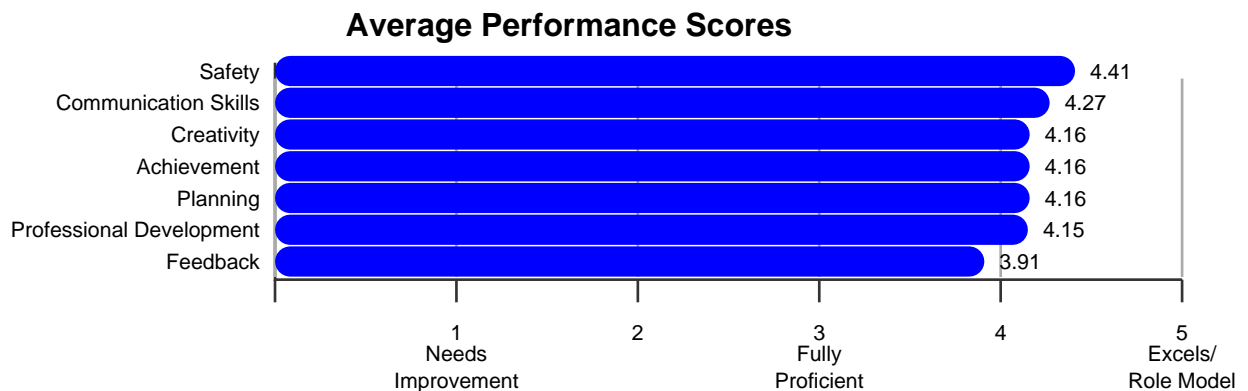
What to Do with Your Feedback

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 7 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.



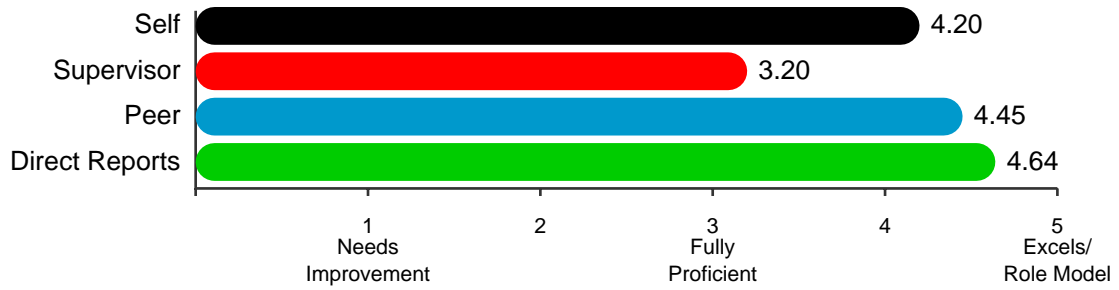
Gap Analysis

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 aware of OSHA safety guidelines.



2. Commits adequate resources toward safety measures.



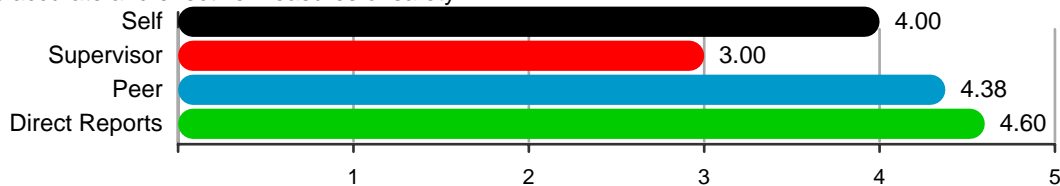
3. Develops a sustainable safety culture.



4. Develops a strong safety culture.



5. Creates accurate and effective measures of safety.



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).

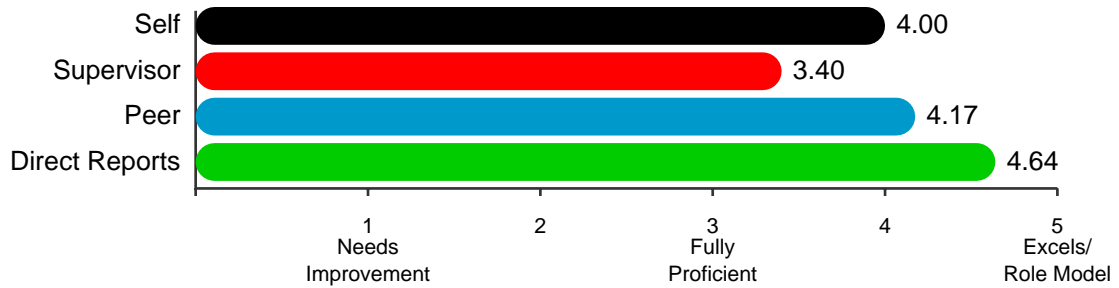
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Is aware of OSHA safety guidelines.	15	4.20	93.3	7%	67%	27%
2. Commits adequate resources toward safety measures.	15	4.87	100.0	13%	87%	
3. Develops a sustainable safety culture.	15	4.27	93.3	7%	60%	33%
4. Develops a strong safety culture.	15	4.40	86.7	13%	33%	53%
5. Creates accurate and effective measures of safety.	15	4.33	93.3	7%	53%	40%

Comments:

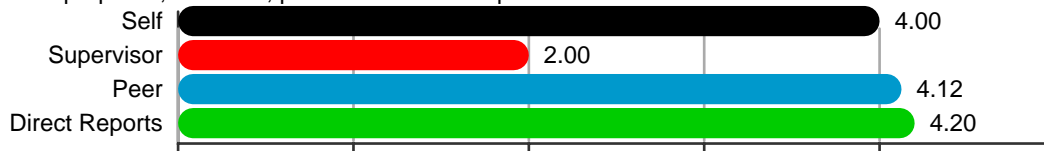
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- ___ listens to employees ideas and concerns and address the issues right away.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- She leads by example.
- I look forward to learning and improving with her and the other members in the division.
- She would benefit from soliciting more feedback and pushing others to do more.

Communication Skills

Summary Scores



6. Delivers well-prepared, informed, poised and succinct presentations.



7. Able to deliver presentations.



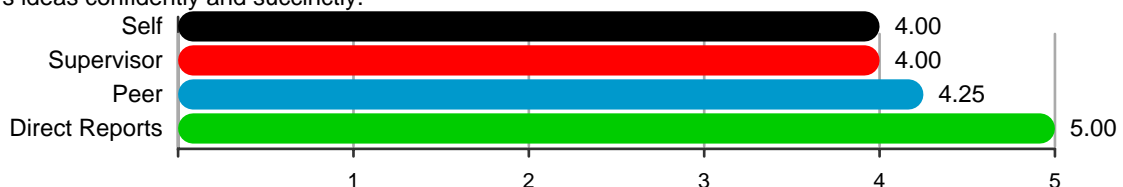
8. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



9. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



10. Conveys ideas confidently and succinctly.



Level of Skill

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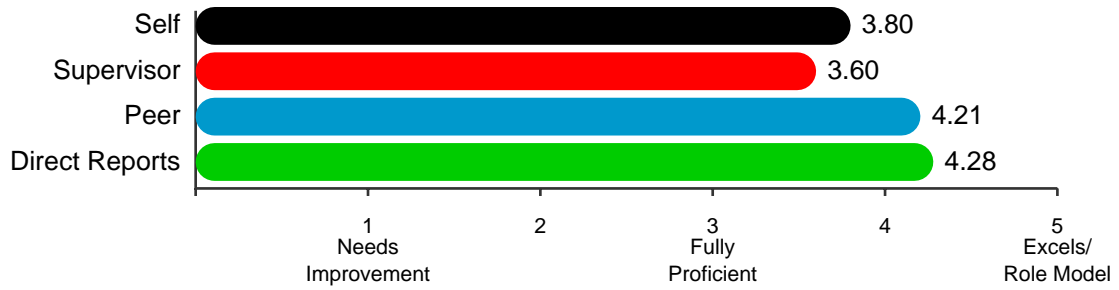
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Delivers well-prepared, informed, poised and succinct presentations.	15	4.00	80.0	7%	13%	53%	27%
7. Able to deliver presentations.	15	4.07	80.0		20%	53%	27%
8. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	4.33	93.3	7%		47%	47%
9. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	4.47	93.3	7%		40%	53%
10. Conveys ideas confidently and succinctly.	15	4.47	93.3	7%		40%	53%

Comments:

- Based on her customer satisfaction scores it is clear she has a strong team in place.
- When dealing with HR issues my HR business partner is always involved.
- She gives you confidence knowing she always has your back.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- ___ has excellent communication skills with both staff and her management team.

Creativity

Summary Scores



11. Is creative and inspirational.



12. Adds value to the department/organization.



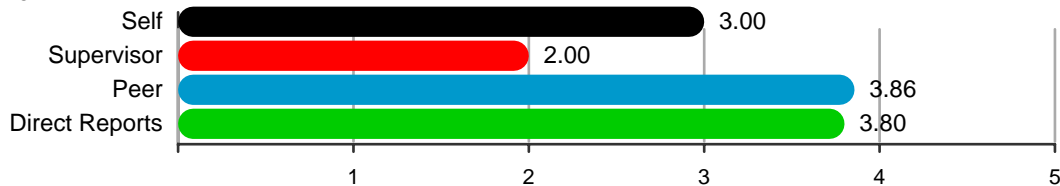
13. Creates a lot of new ideas.



14. Conceives, implements and evaluates ideas.



15. Is creative.



Level of Skill

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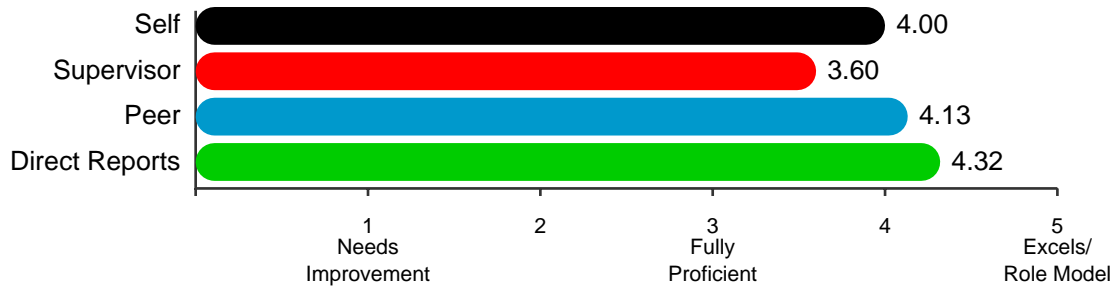
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Is creative and inspirational.	15	4.60	100.0	40%	60%	
12. Adds value to the department/organization.	15	4.27	100.0	73%	27%	
13. Creates a lot of new ideas.	15	4.33	100.0	67%	33%	
14. Conceives, implements and evaluates ideas.	15	3.93	73.3	27%	53%	20%
15. Is creative.	14	3.64	57.1	14%	29%	36%

Comments:

- Is viewed by many as a strong organizational resource.
- Positive energy and a team player.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.

Professional Development

Summary Scores



16. Contributing fully to the extent of their skills



17. Seeks opportunities for continuous learning.



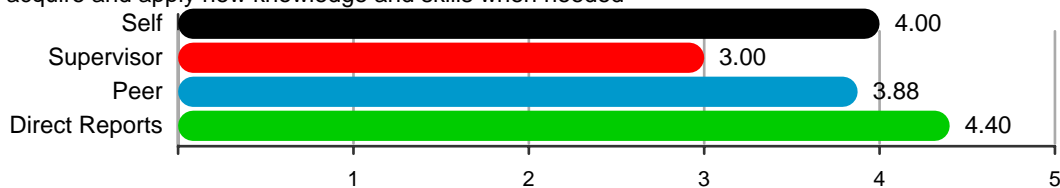
18. Encourages employees to take courses relevant to their job.



19. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



20. Quickly acquire and apply new knowledge and skills when needed



Level of Skill

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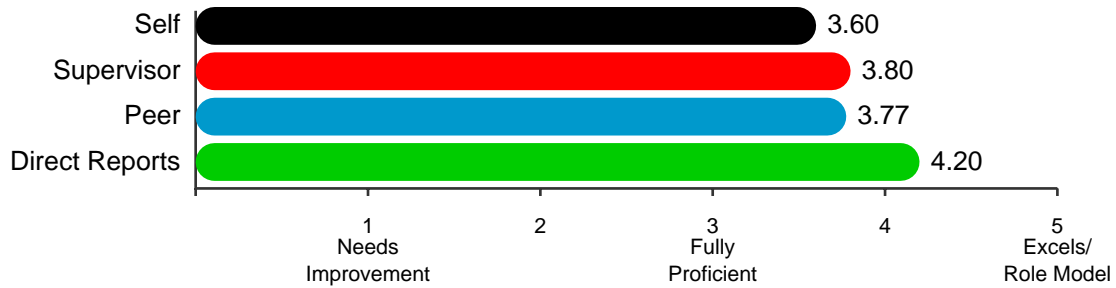
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Contributing fully to the extent of their skills	15	4.33	86.7	13%	40%	47%	
17. Seeks opportunities for continuous learning.	15	4.27	93.3	7%	60%	33%	
18. Encourages employees to take courses relevant to their job.	14	4.00	92.9	7%	86%	7%	
19. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	4.14	85.7	7%	7%	50%	36%
20. Quickly acquire and apply new knowledge and skills when needed	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Take charge without feeling like you need approval.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- She strives for self improvement and is heavily invested in the same for others.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

Feedback

Summary Scores



21. Is visible and approachable.



22. Actively seeks feedback from others.



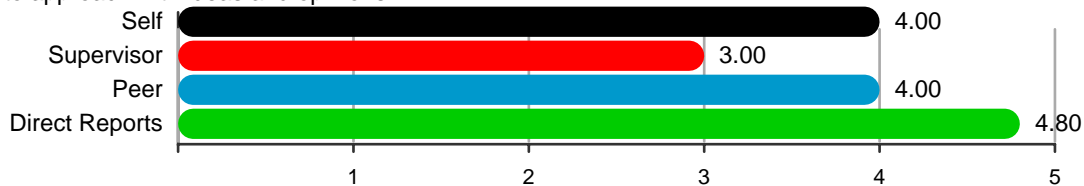
23. Shares past experiences with others as learning opportunities.



24. Open to the suggestions of others.



25. Is easy to approach with ideas and opinions.



Level of Skill

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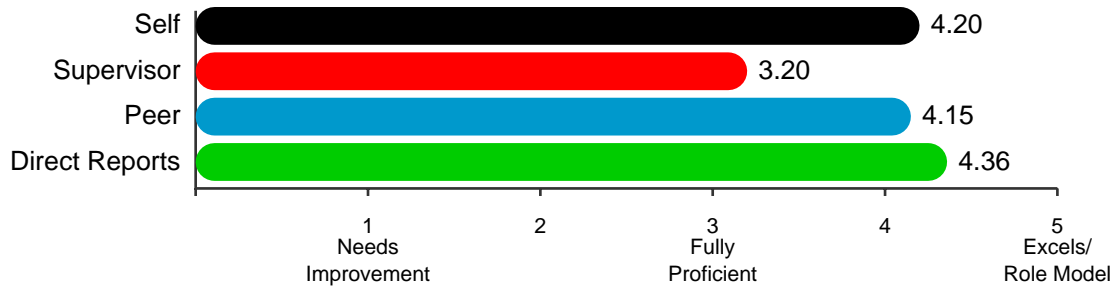
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Is visible and approachable.	15	4.00	66.7	13%	20%	20%	47%	
22. Actively seeks feedback from others.	15	3.47	53.3	13%	33%	47%	7%	
23. Shares past experiences with others as learning opportunities.	15	3.60	66.7	13%	20%	60%	7%	
24. Open to the suggestions of others.	15	4.27	86.7	7%	7%	40%	47%	
25. Is easy to approach with ideas and opinions.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

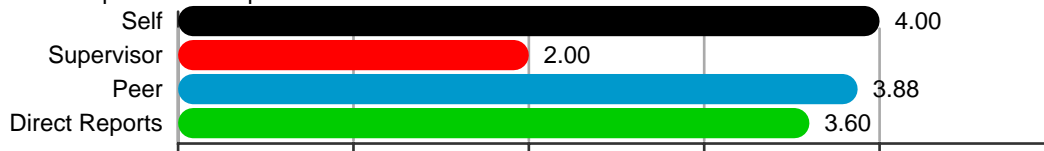
- While encouraging folks to continue with their education, she is also continuing with her education.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- ___ can be counted on for her reliability.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- 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.

Achievement

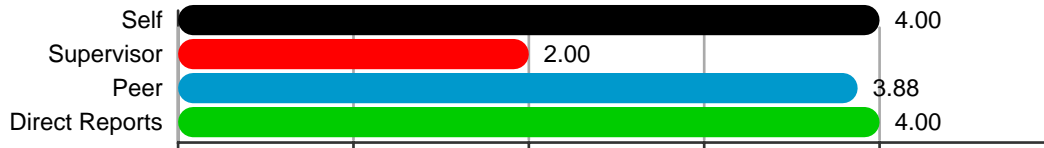
Summary Scores



26. Demonstrates improvement in performance.



27. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.



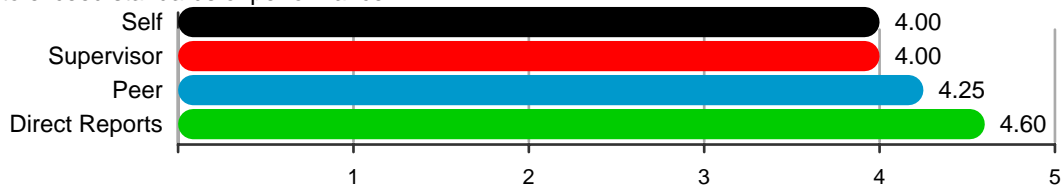
28. Sets challenging goals.



29. Establishes stretch goals to advance skills and output.



30. Strives to exceed standards of performance.



Level of Skill

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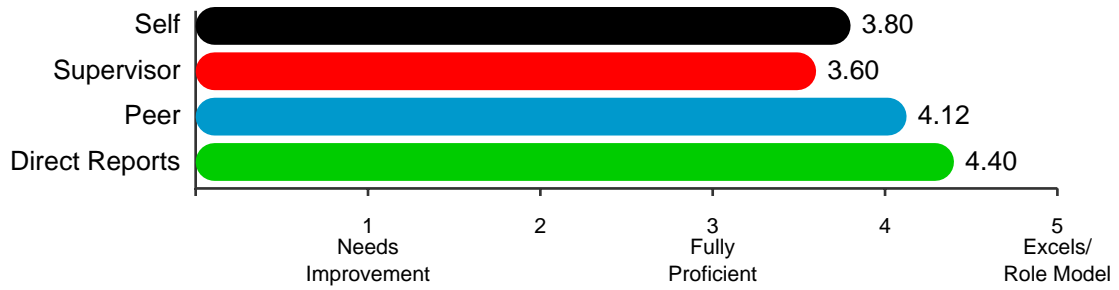
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Demonstrates improvement in performance.	15	3.67	66.7	20%	13%	47%		20%
27. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.80	73.3	20%	7%	47%		27%
28. Sets challenging goals.	15	4.33	86.7	13%		40%		47%
29. Establishes stretch goals to advance skills and output.	15	4.67	100.0			33%		67%
30. Strives to exceed standards of performance.	15	4.33	100.0			67%		33%

Comments:

- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- ___ is a good leader because she gives examples through her own behavior.
- She is smart, quick, compassionate, and thorough.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- ___ exemplifies all of the above.

Planning

Summary Scores



31. Makes plans and follows through.



32. Able to look ahead (beyond the present) when addressing the work/needs of the department.



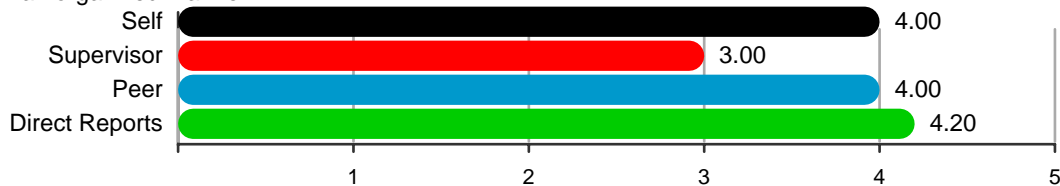
33. Able to identify the needs of the department before a major change.



34. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



35. Works in an organized manner



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
31. Makes plans and follows through.	15	4.07	80.0	20%	53%	27%
32. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.47	100.0		53%	47%
33. Able to identify the needs of the department before a major change.	15	4.13	80.0	20%	47%	33%
34. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	4.13	86.7	13%	60%	27%
35. Works in an organized manner	15	4.00	80.0	20%	60%	20%

Comments:

- She follows up on questions and she is easily accessible. I think she is doing a great job!
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- Job performance is excellent. Lucky to have ___ on our team.
- ___ 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.
- ___ always remains professional in her interactions and I appreciate her direct style of communication.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments

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?

- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistent side of it.
- Uses her people skills to change negative situations into positive.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- 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.

What do you like best about working with this individual?

- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.

What do you like least about working with this individual?

- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- I love how she is always open to approach with any questions I have, no matter the hour.
- I truly enjoy working with ___ on a daily basis.

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

- In one word I can summarize ___ in leadership skill. WOW!
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- ___ is great about approaching and including staff input with decision making within the department.

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

- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- I admire ___ for showing courage, compassion and committment during her recent team sessions.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.

Any final comments?

- ___ has nothing but [CompanyName]'s best interest at heart.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.