

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.

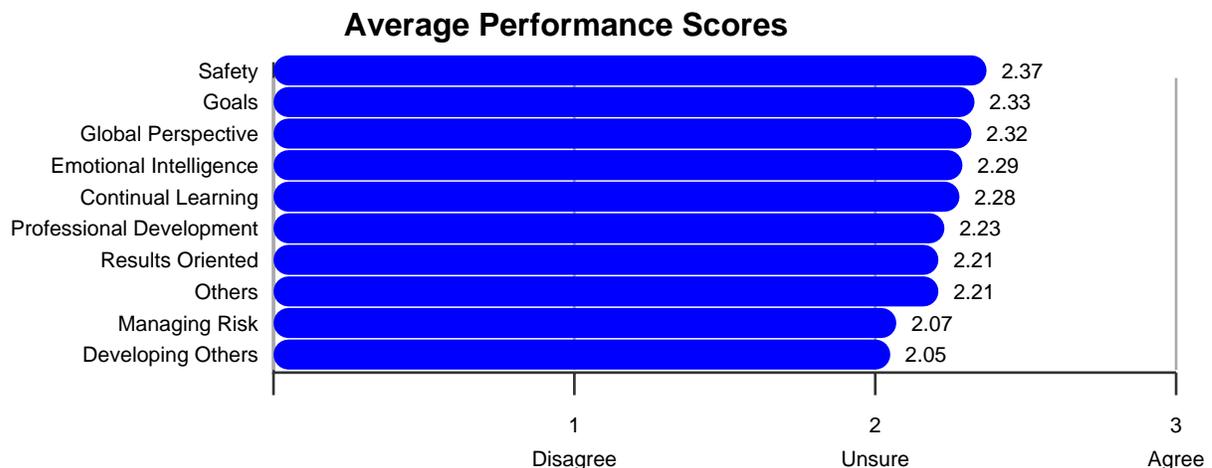
What to Do with Your Feedback

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

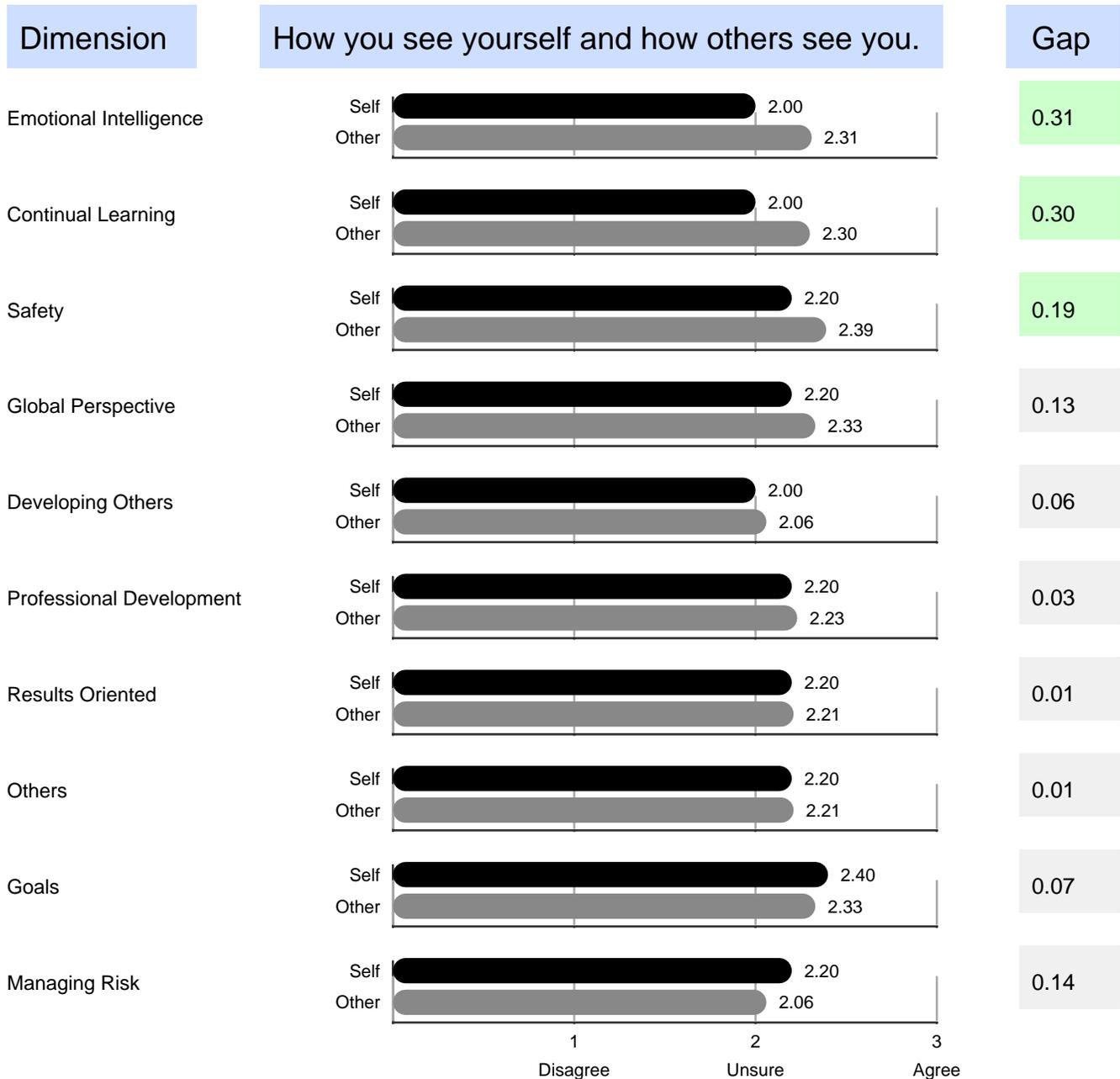
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



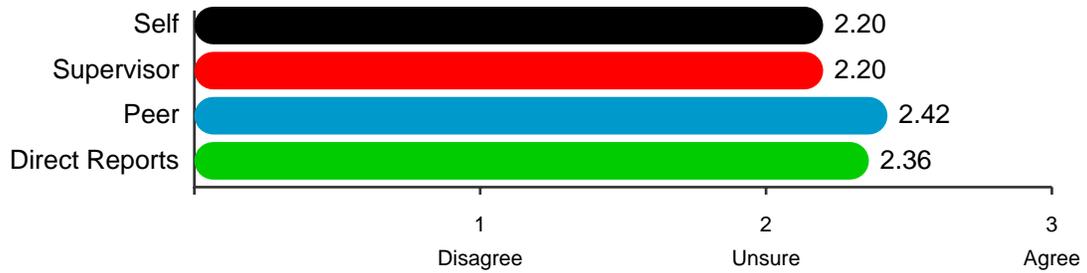
Gap Analysis

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. Points out behaviors in others that may be unsafe.



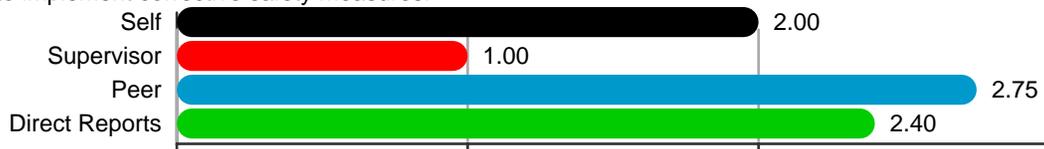
2. Participates in safety training as applicable.



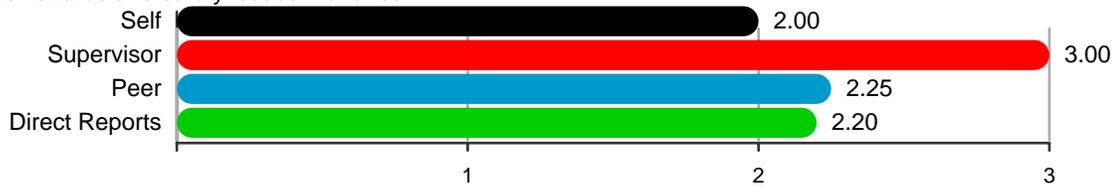
3. Participates in safety training when available.



4. Works to implement corrective safety measures.



5. Mitigates hazards and safety issues that arise.



Level of Skill

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

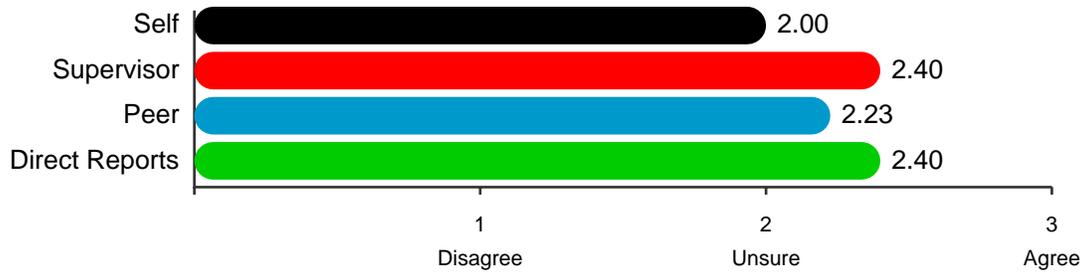
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Points out behaviors in others that may be unsafe.	15	2.27	33.3	7%	60%	33%
2. Participates in safety training as applicable.	15	2.53	73.3	20%	7%	73%
3. Participates in safety training when available.	15	2.33	40.0	7%	53%	40%
4. Works to implement corrective safety measures.	15	2.47	53.3	7%	40%	53%
5. Mitigates hazards and safety issues that arise.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is trusting his team, and expecting high standards of behavior from all employees.
- Demonstrates an ability to remain focused on outcomes.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- Provide and solicit more frequent feedback.
- 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.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.

Continual Learning

Summary Scores



6. Sets relevant learning objectives and goals.



7. Shares best practices with others and learns from others.



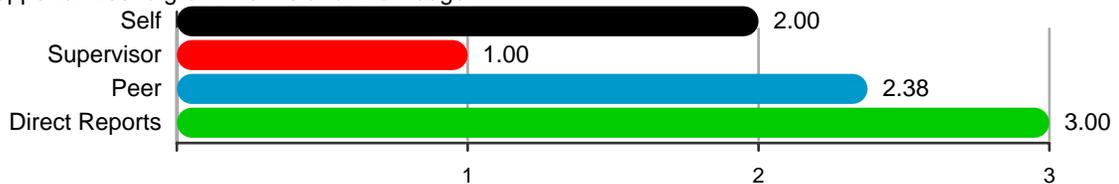
8. Pursues self-improvement through continual learning.



9. Pursues learning that will enhance job performance.



10. Seeks opportunities to grow in skills and knowledge.



Level of Skill

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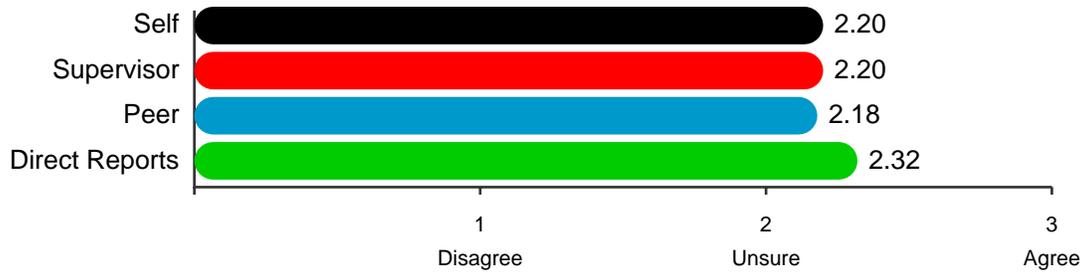
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Sets relevant learning objectives and goals.	15	2.13	33.3	20%	47%	33%
7. Shares best practices with others and learns from others.	15	2.07	26.7	20%	53%	27%
8. Pursues self-improvement through continual learning.	15	2.33	40.0	7%	53%	40%
9. Pursues learning that will enhance job performance.	15	2.40	53.3	13%	33%	53%
10. Seeks opportunities to grow in skills and knowledge.	15	2.47	60.0	13%	27%	60%

Comments:

- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- He is a pleasure to work with and an asset to [CompanyName].

Professional Development

Summary Scores



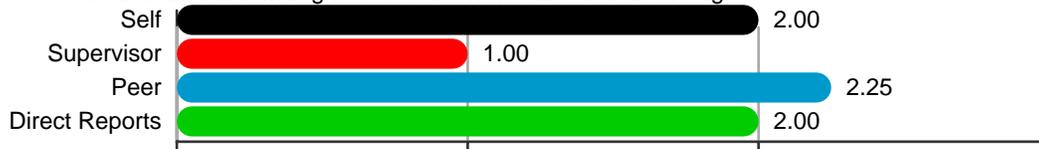
11. Seeks opportunities for continuous learning.



12. Keep themselves up-to-date of technical/professional issues



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



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



15. Allows employees to fully participate in employee training and professional development.



Level of Skill

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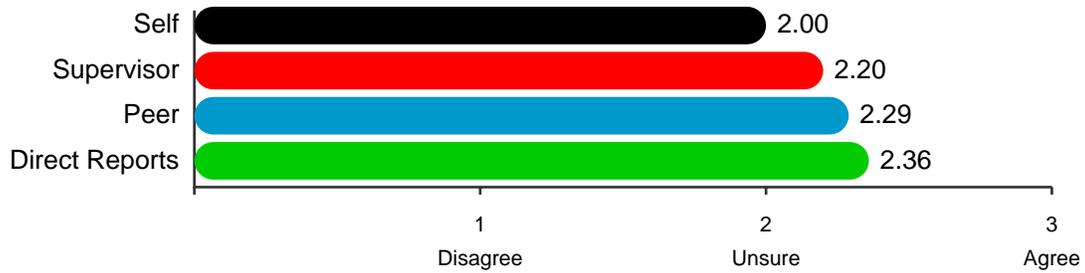
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Seeks opportunities for continuous learning.	15	2.33	40.0	7%	53%	40%
12. Keep themselves up-to-date of technical/professional issues	15	2.07	20.0	13%	67%	20%
13. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.07	26.7	20%	53%	27%
14. Quickly acquire and apply new knowledge and skills when needed	15	2.27	40.0	13%	47%	40%
15. Allows employees to fully participate in employee training and professional development.	14	2.43	50.0	7%	43%	50%

Comments:

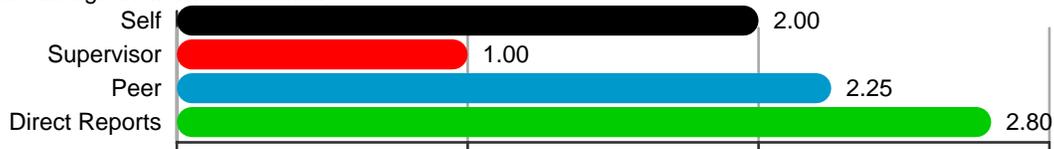
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- He has also greatly improved his communication.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- Increase in confidence. Being willing to lean into the uncomfortable.
- Each member feels they are a part of the team and knows their contribution is valued.

Emotional Intelligence

Summary Scores



16. Is able to manage their own emotions.



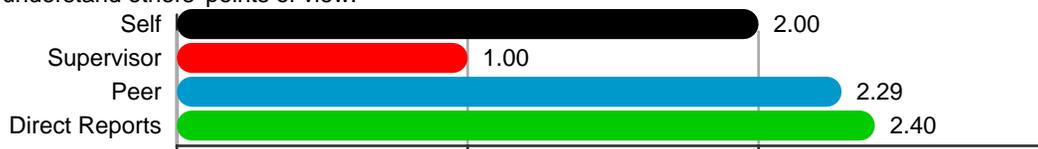
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



18. Is able to express themselves clearly.



19. Able to understand others' points of view.



20. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



Level of Skill

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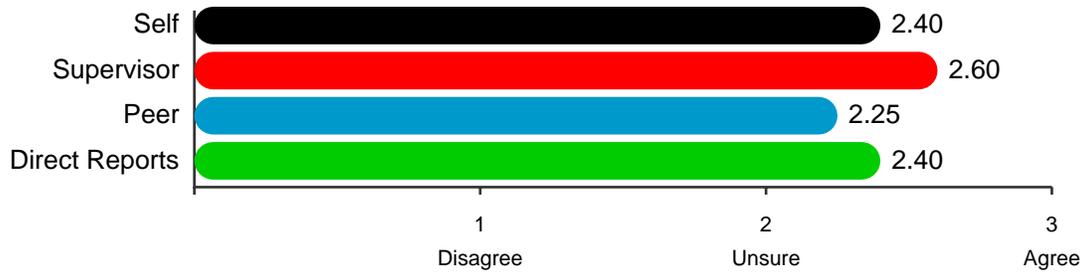
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Is able to manage their own emotions.	15	2.33	46.7	13%	40%	47%
17. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	40.0	7%	53%	40%
18. Is able to express themselves clearly.	14	2.00	14.3	14%	71%	14%
19. Able to understand others' points of view.	14	2.21	42.9	21%	36%	43%
20. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.53	60.0	7%	33%	60%

Comments:

- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- Unfortunately there has been inconsistency in actions and results.
- Provide regular updates on the progress of work/tasks/projects.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

Goals

Summary Scores



21. Achieves established goals.



22. Achieves goals.



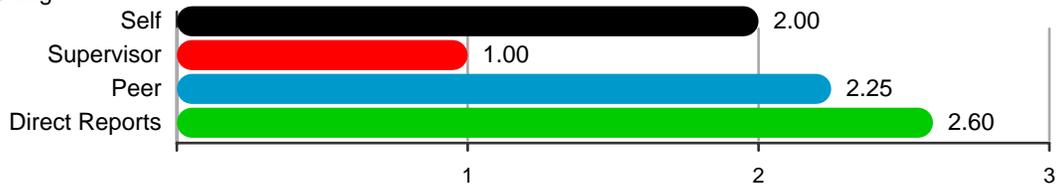
23. Establishes and documents goals and objectives.



24. Understands & contributes to development of strategic goals.



25. Goal Setting



Level of Skill

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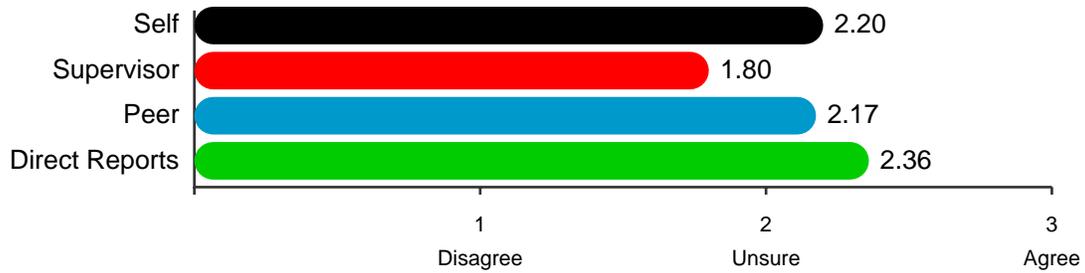
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Achieves established goals.	15	2.60	66.7	7%	27%	67%
22. Achieves goals.	15	2.33	40.0	7%	53%	40%
23. Establishes and documents goals and objectives.	15	2.07	20.0	13%	67%	20%
24. Understands & contributes to development of strategic goals.	15	2.40	53.3	13%	33%	53%
25. Goal Setting	15	2.27	53.3	27%	20%	53%

Comments:

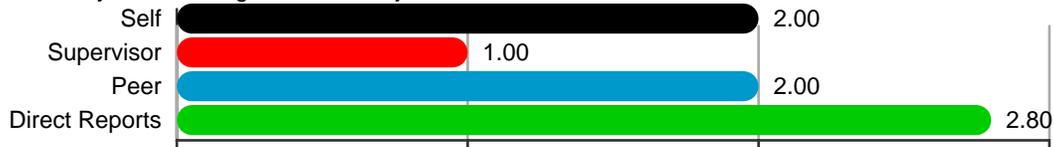
- _____ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- He has been a great addition to the company.

Results Oriented

Summary Scores



26. Explains the "whys" behind organizational objectives



27. Stays focused on meeting the needs of customers.



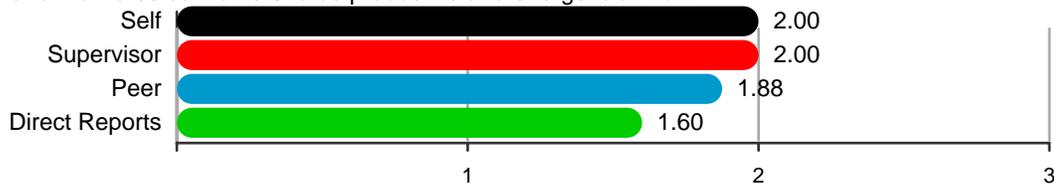
28. Works toward achievement of goals even when confronted with obstacles.



29. Directs team in prioritizing daily work activities



30. Inspires and motivates co-workers to be productive and energetic at work



Level of Skill

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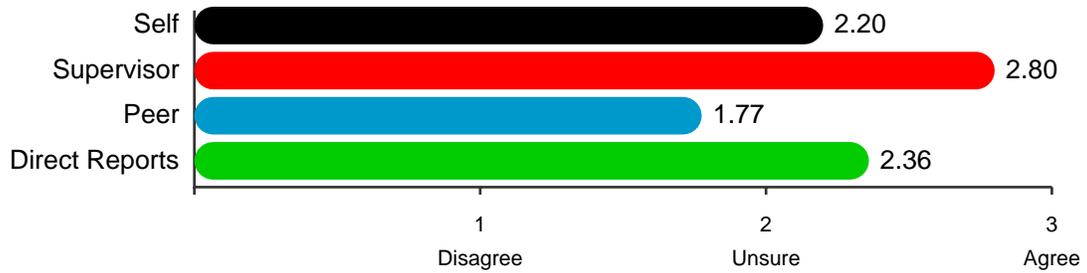
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Explains the "whys" behind organizational objectives	15	2.20	33.3	13%	53%	33%
27. Stays focused on meeting the needs of customers.	15	2.00	26.7	27%	47%	27%
28. Works toward achievement of goals even when confronted with obstacles.	15	2.47	53.3	7%	40%	53%
29. Directs team in prioritizing daily work activities	15	2.60	60.0		40%	60%
30. Inspires and motivates co-workers to be productive and energetic at work	15	1.80	13.3	33%	53%	13%

Comments:

- _____ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, he is able to listen and alter his approach for consideration to staff's views.
- _____ has a strong knowledge base and willingly shares information.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- _____ teams with others to improve communication and process.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.

Managing Risk

Summary Scores



31. Able to adapt quickly to changing situations.



32. Effectively responds to critical situations to reduce potential for losses.



33. Seeks to retain the best and brightest employees.



34. Accurately perceives potential risks in the workplace and initiates preventative measures.



35. Develops appropriate strategies to minimize risks.



Level of Skill

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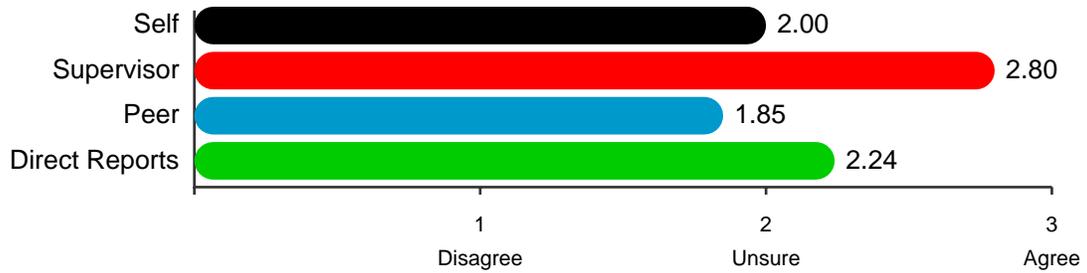
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Able to adapt quickly to changing situations.	15	2.13	33.3	20%	47%	33%
32. Effectively responds to critical situations to reduce potential for losses.	15	2.13	33.3	20%	47%	33%
33. Seeks to retain the best and brightest employees.	15	2.07	33.3	27%	40%	33%
34. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	2.13	26.7	13%	60%	27%
35. Develops appropriate strategies to minimize risks.	15	1.87	20.0	33%	47%	20%

Comments:

- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- He is a fantastic resource.
- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.

Developing Others

Summary Scores



36. Supports the successes of other employees.



37. Creates opportunities for professional development.



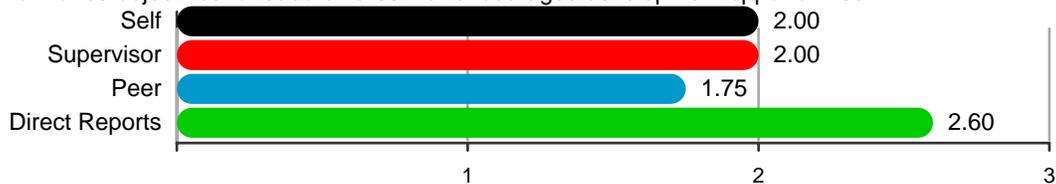
38. Assesses employees' developmental needs.



39. Is open to receiving feedback.



40. Sets performance objectives for subordinates that encourages development opportunities.



Level of Skill

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

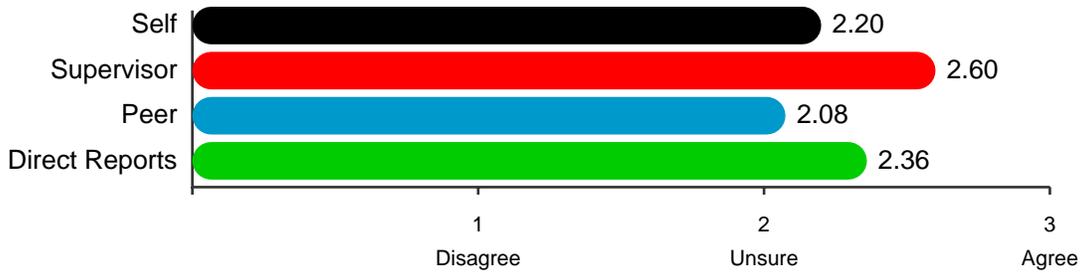
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Supports the successes of other employees.	15	1.87	20.0	33%	47%	20%
37. Creates opportunities for professional development.	15	1.93	13.3	20%	67%	13%
38. Assesses employees' developmental needs.	15	2.07	33.3	27%	40%	33%
39. Is open to receiving feedback.	15	2.33	33.3		67%	33%
40. Sets performance objectives for subordinates that encourages development opportunities.	15	2.07	33.3	27%	40%	33%

Comments:

- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- He's a good and reliable team member.
- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.

Others

Summary Scores



41. Respects the opinions of other employees.



42. Works across boundaries within the organization.



43. Consistently demonstrates ability and willingness to trust others.



44. Supports the efforts of other employees in implementing solutions to problems.



45. Is able to see issues from others' perspectives.



Level of Skill

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

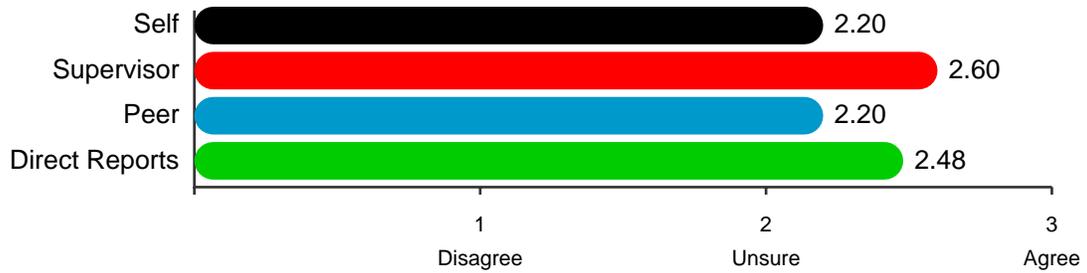
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Respects the opinions of other employees.	15	2.00	26.7	27%	47%	27%
42. Works across boundaries within the organization.	15	2.13	33.3	20%	47%	33%
43. Consistently demonstrates ability and willingness to trust others.	15	2.20	40.0	20%	40%	40%
44. Supports the efforts of other employees in implementing solutions to problems.	15	2.20	26.7	7%	67%	27%
45. Is able to see issues from others' perspectives.	15	2.53	60.0	7%	33%	60%

Comments:

- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- He stays in his office, and is largely oblivious to the daily activities of customer service.

Global Perspective

Summary Scores



46. Understands global systems such as the global economy.



47. Has positive interactions with individuals from different cultures and backgrounds.



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



49. Facilitates open communication with individuals from other countries.



50. Able to work with others from different cultures and countries.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Understands global systems such as the global economy.	15	2.27	26.7		73%	27%
47. Has positive interactions with individuals from different cultures and backgrounds.	15	2.13	26.7	13%	60%	27%
48. Is able to work with individuals having different backgrounds and cultures.	15	2.40	40.0		60%	40%
49. Facilitates open communication with individuals from other countries.	15	2.47	46.7		53%	47%
50. Able to work with others from different cultures and countries.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ has excellent communication skills.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- I am very surprised and impressed with _____'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.

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 would like to see his expand personal long-term goals at the company.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- He had done amazingly well considering all of the global threats to the product line.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.

What do you like best about working with this individual?

- He values our feedback and takes our recommendations seriously.
- Provides coaching for developing team leaders to help them meet their goals.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department ans was a valuable member.
- _____ always goes above and beyond in his daily work.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- He is a charismatic leader. Really the best!!

What do you like least about working with this individual?

- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- _____ is a valuable resource to the organization and the team.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.

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

- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- 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.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- _____ is trusting his team, and expecting high standards of behavior from all employees.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- _____ is always working collaboratively with many different teams not only within the organization but within the community

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

- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- I cannot say if he challenges others.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.
- He is trustworthy, dependable, positive attitude, and team focused.
- _____ delegates very effectively.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develope and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email,

one on one, performance reviews, staff and committee meetings.

Any final comments?

- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- More opportunities to share knowledge with the team.
- I love working with his and hope to continue having his as my supervisor!
- Outstanding leader.