



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.

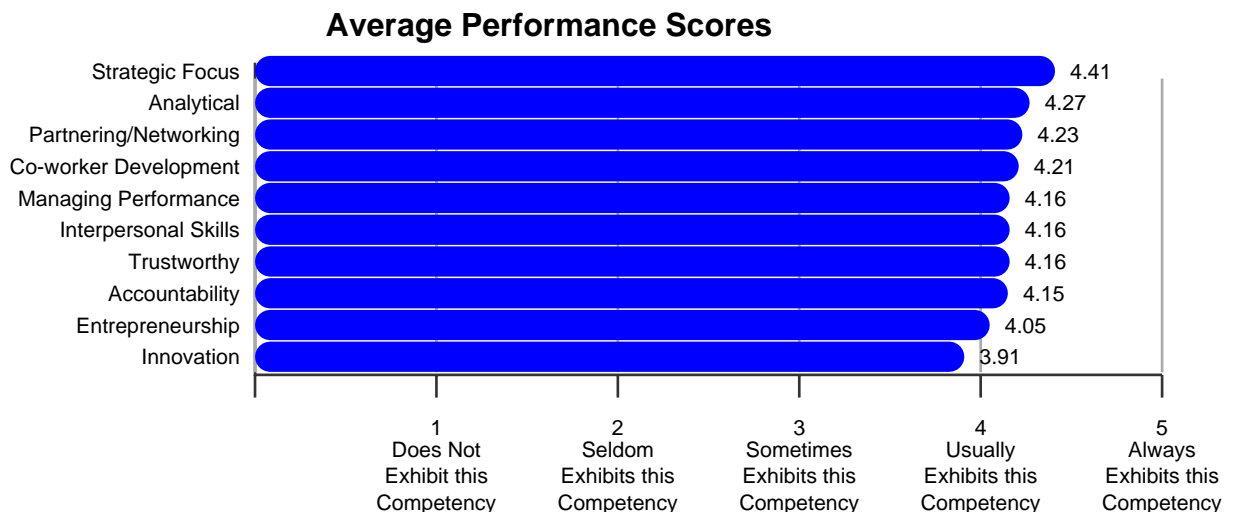
What to Do with Your Feedback

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

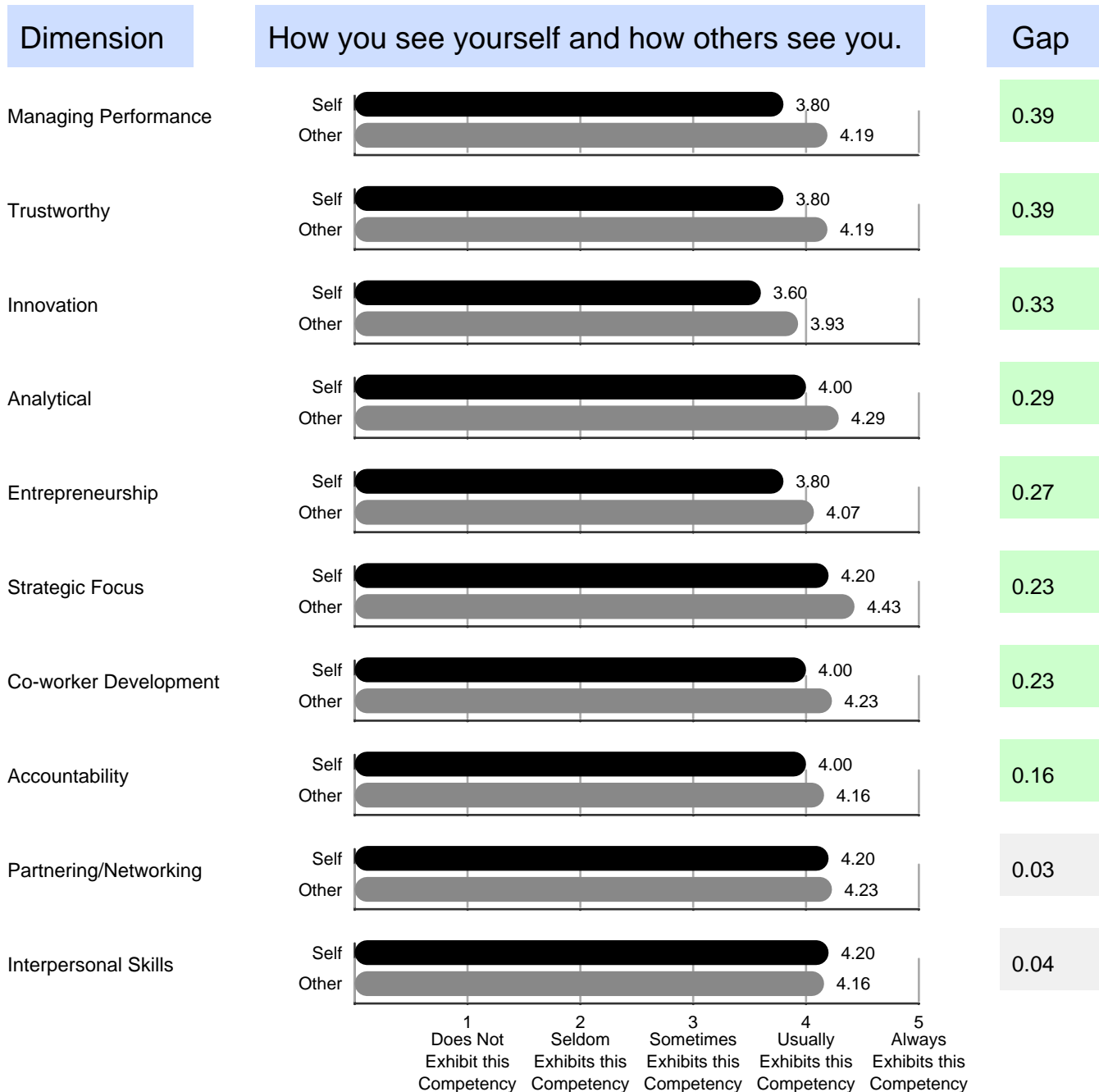
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Strategic Focus

Summary Scores



1. Understands & contributes to development of strategic goals.



2. Understands their role within the organization.



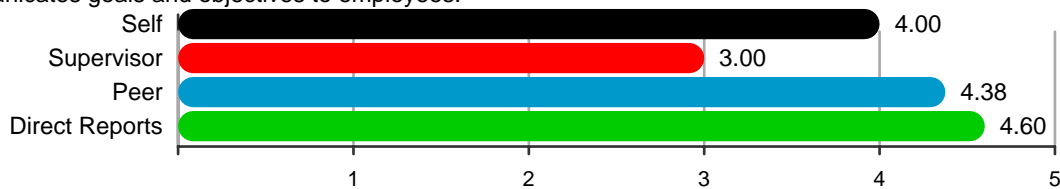
3. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



4. Able to decline a poor strategy by proposing alternate strategies.



5. Communicates goals and objectives to employees.



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. Understands & contributes to development of strategic goals.	15	4.20	93.3	7%		67%		27%
2. Understands their role within the organization.	15	4.87	100.0	13%		87%		
3. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	4.27	93.3	7%		60%		33%
4. Able to decline a poor strategy by proposing alternate strategies.	15	4.40	86.7	13%		33%		53%
5. Communicates goals and objectives to employees.	15	4.33	93.3	7%		53%		40%

Comments:

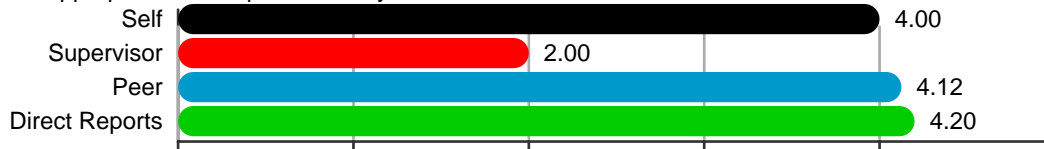
- _____ has a clear process for hiring which has aided his in building an amazing team.
- He is effective and his knowledge of processes is invaluable.
- I find him to be a stellar asset to our team at [CompanyName].
- _____ is a team player and effective in his role.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.

Analytical

Summary Scores



6. Selects the appropriate techniques for analysis.



7. Uses appropriate techniques to solve problems.



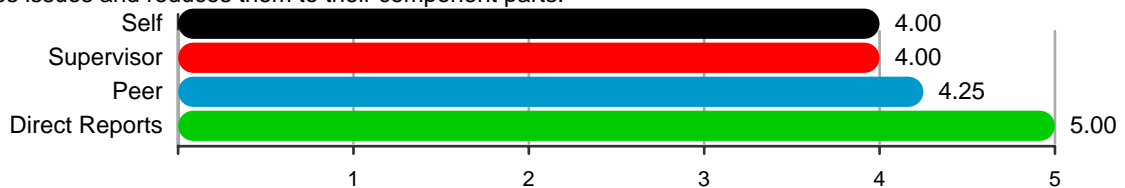
8. Identifies opportunities for progress and innovation.



9. Balances risks and costs with the rewards and probabilities of success when decisions.



10. Analyzes issues and reduces them to their component parts.



Level of Skill

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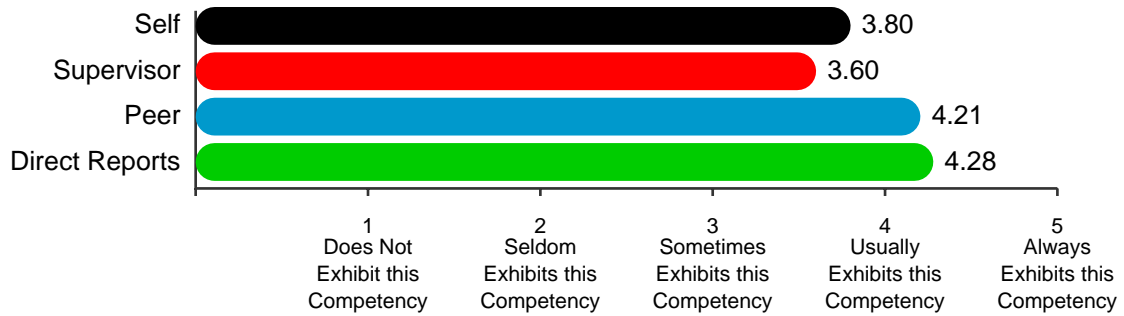
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Selects the appropriate techniques for analysis.	15	4.00	80.0	7%	13%	53%	27%	
7. Uses appropriate techniques to solve problems.	15	4.07	80.0		20%	53%	27%	
8. Identifies opportunities for progress and innovation.	15	4.33	93.3	7%	47%		47%	
9. Balances risks and costs with the rewards and probabilities of success when decisions.	15	4.47	93.3	7%	40%		53%	
10. Analyzes issues and reduces them to their component parts.	15	4.47	93.3	7%	40%		53%	

Comments:

- 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 and was a valuable member.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- _____ has a strong knowledge base and willingly shares information.

Managing Performance

Summary Scores



11. Ensures team members understand the department goals.



12. Reviews job performance shortly after completion of tasks.



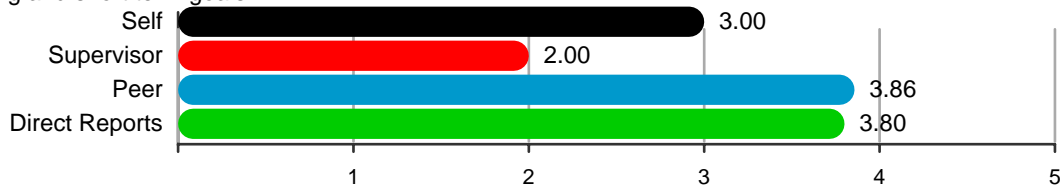
13. Addresses grievances sooner rather than later.



14. Aligns individual and team goals with the organization's goals and objectives.



15. Sets long and short term goals.



Level of Skill

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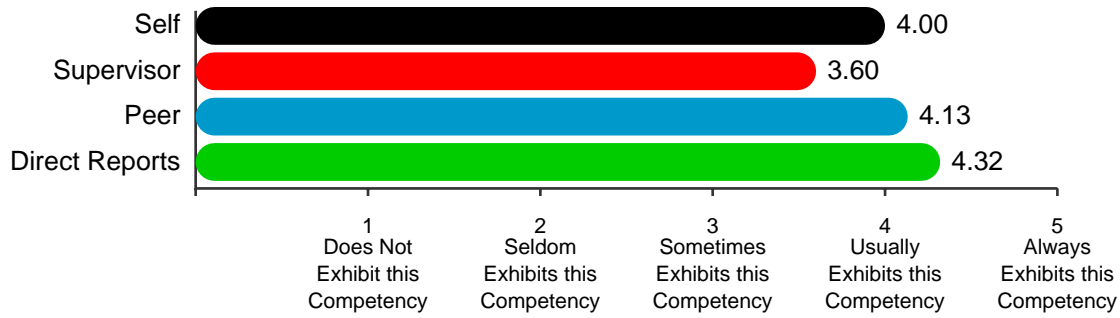
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Ensures team members understand the department goals.	15	4.60	100.0			40%	60%	
12. Reviews job performance shortly after completion of tasks.	15	4.27	100.0			73%	27%	
13. Addresses grievances sooner rather than later.	15	4.33	100.0			67%	33%	
14. Aligns individual and team goals with the organization's goals and objectives.	15	3.93	73.3	27%		53%	20%	
15. Sets long and short term goals.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- _____ is a great leader and is committed to his role here at [CompanyName]!
- Manager is always interested in our views, and continually works at implementing our suggestions.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- His professionalism is beyond reproach and he is fair and just.

Accountability

Summary Scores



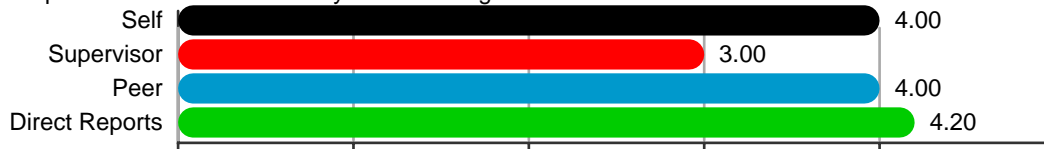
16. Accepts accountability for their actions and results.



17. Keeps supervisor informed of recent events.



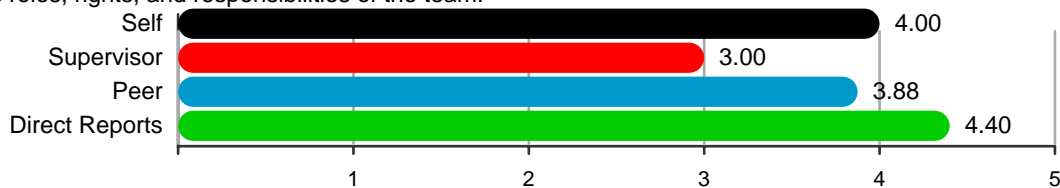
18. Is aware of problems or issues that may affect the organization.



19. Holds team accountable to meeting goals.



20. Defines roles, rights, and responsibilities of the team.



Level of Skill

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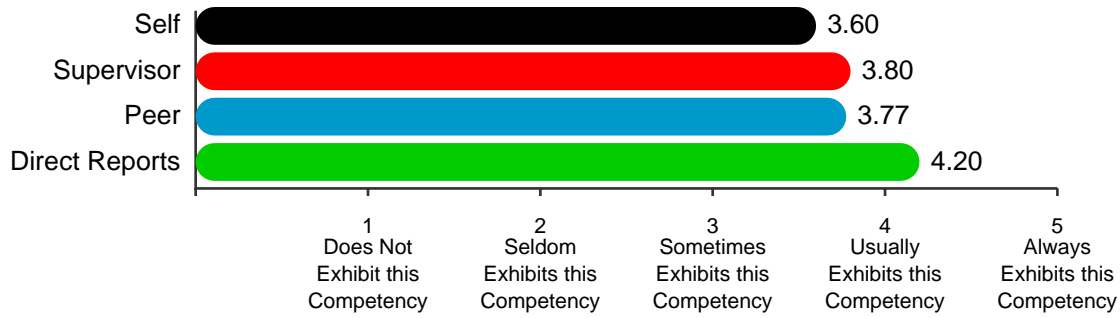
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Accepts accountability for their actions and results.	15	4.33	86.7	13%	40%	47%		
17. Keeps supervisor informed of recent events.	15	4.27	93.3	7%	60%	33%		
18. Is aware of problems or issues that may affect the organization.	14	4.00	92.9	7%	86%	7%		
19. Holds team accountable to meeting goals.	14	4.14	85.7	7%	7%	50%	36%	
20. Defines roles, rights, and responsibilities of the team.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- _____ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- _____ exemplifies outstanding professionalism.
- Take charge without feeling like you need approval.

Innovation

Summary Scores



21. Encourages open communication to ensure that all proposals are considered.



22. Searches for opportunities and innovative ways to improve the organization.



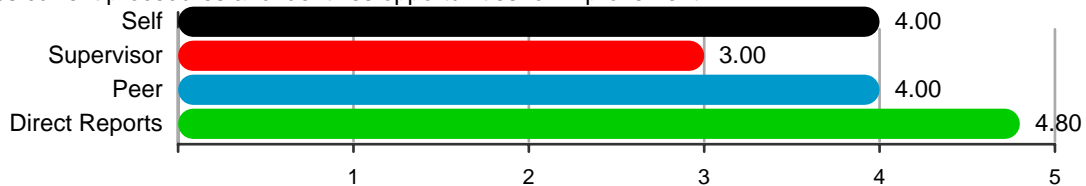
23. Develops new products and services.



24. Creates a safe environment for idea-sharing.



25. Analyzes current procedures and identifies opportunities for improvement.



Level of Skill

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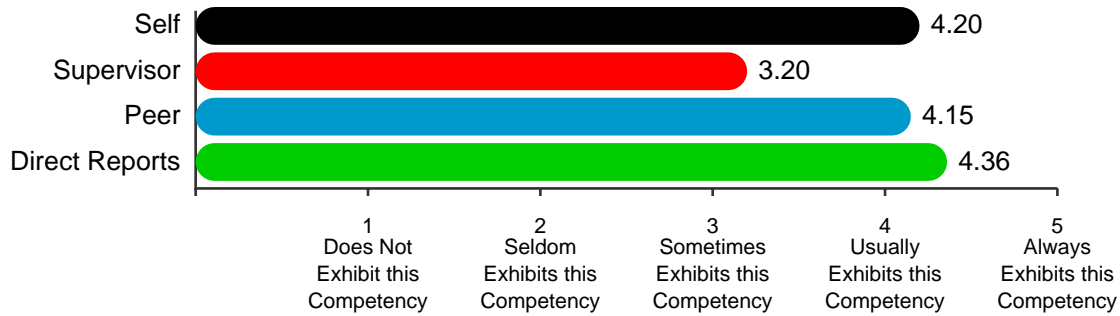
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Encourages open communication to ensure that all proposals are considered.	15	4.00	66.7	13%	20%	20%	47%	
22. Searches for opportunities and innovative ways to improve the organization.	15	3.47	53.3	13%	33%		47%	7%
23. Develops new products and services.	15	3.60	66.7	13%	20%		60%	7%
24. Creates a safe environment for idea-sharing.	15	4.27	86.7	7%	7%	40%	47%	
25. Analyzes current procedures and identifies opportunities for improvement.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

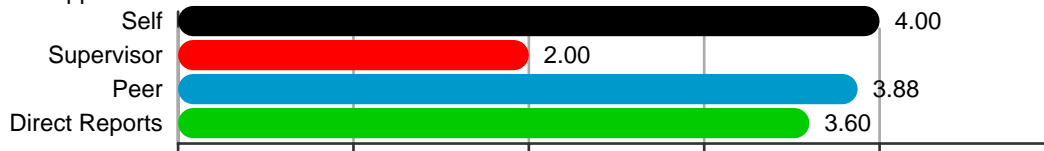
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- _____ 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.
- Strive for excellence. Willing to learn. Implement advice from others.

Interpersonal Skills

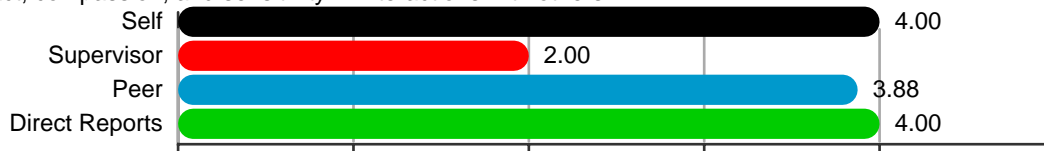
Summary Scores



26. Is open and approachable



27. Uses tact, compassion, and sensitivity in interactions with others.



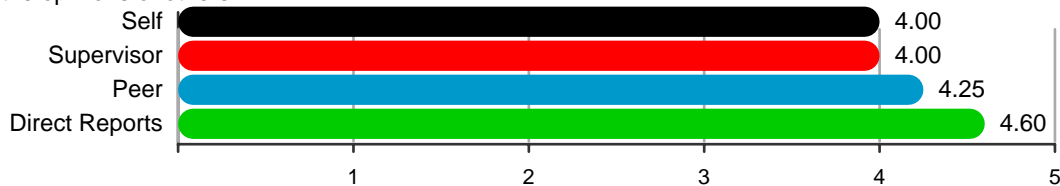
28. Uses knowledge and charisma rather than position, power, or coercion to influence others



29. Anticipates the concerns of other employees.



30. Values the opinions of others.



Level of Skill

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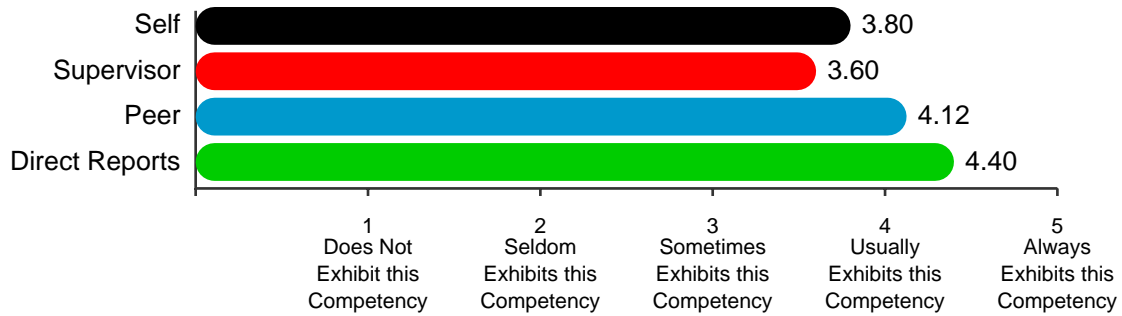
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Is open and approachable	15	3.67	66.7	20%	13%	47%	20%	
27. Uses tact, compassion, and sensitivity in interactions with others.	15	3.80	73.3	20%	7%	47%	27%	
28. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.33	86.7	13%	40%	47%		
29. Anticipates the concerns of other employees.	15	4.67	100.0		33%	67%		
30. Values the opinions of others.	15	4.33	100.0		67%	33%		

Comments:

- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.

Trustworthy

Summary Scores



31. Builds and maintains the trust of others.



32. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



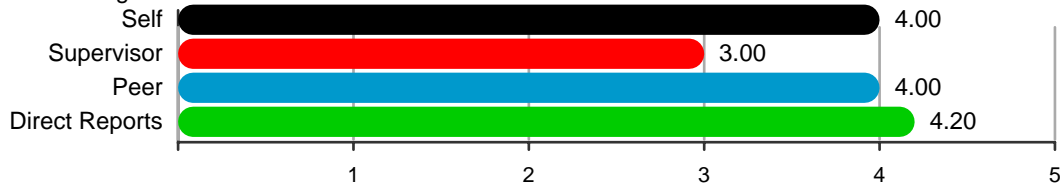
33. Is a person you can trust.



34. Communicates an understanding of the other person's interests, needs and concerns.



35. Demonstrates congruence between statements and actions.



Level of Skill

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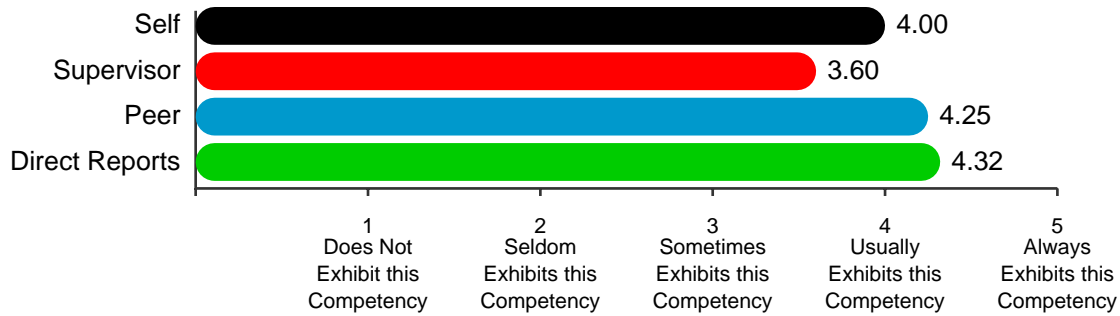
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Builds and maintains the trust of others.	15	4.07	80.0	20%		53%		27%
32. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.47	100.0		53%		47%	
33. Is a person you can trust.	15	4.13	80.0	20%		47%		33%
34. Communicates an understanding of the other person's interests, needs and concerns.	15	4.13	86.7	13%		60%		27%
35. Demonstrates congruence between statements and actions.	15	4.00	80.0	20%		60%		20%

Comments:

- 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].
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

Co-worker Development

Summary Scores



36. Sets and clearly communicates expectations, performance goals, and measurements to others



37. Provides ongoing feedback to co-workers on their development progress



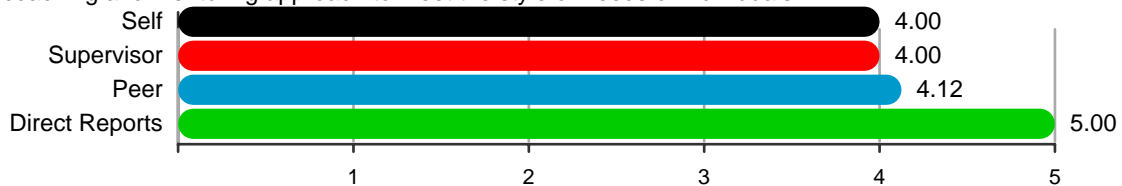
38. Takes immediate action on poor performance



39. Works to identify root causes of performance problems



40. Adapts coaching and mentoring approach to meet the style or needs of individuals



Level of Skill

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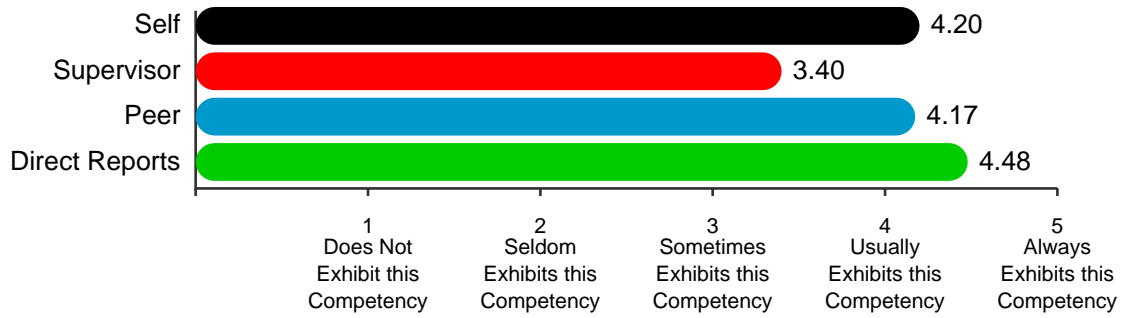
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.33	100.0			67%		33%
37. Provides ongoing feedback to co-workers on their development progress	15	3.93	80.0	13%	7%	53%		27%
38. Takes immediate action on poor performance	15	4.27	86.7		13%	47%		40%
39. Works to identify root causes of performance problems	15	4.13	86.7		13%	60%		27%
40. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.40	93.3		7%	47%		47%

Comments:

- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- _____ exemplifies all of the above.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- _____ works very well with other departments.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.

Partnering/Networking

Summary Scores



41. Forges mutually beneficial relationships between individuals with diverse backgrounds.



42. Collaborates with others to accomplish goals and objectives.



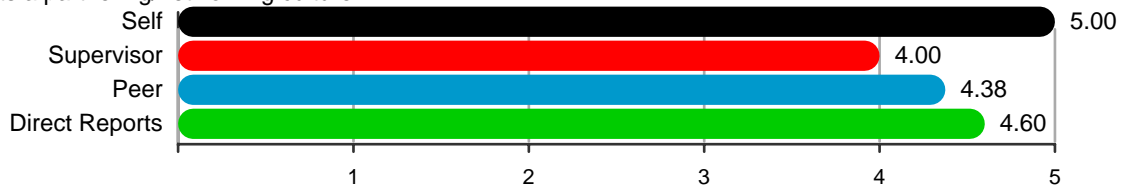
43. Builds alliances between departments and teams.



44. Seeks an understanding of diverse functions within the Company.



45. Supports a partnering/networking culture.



Level of Skill

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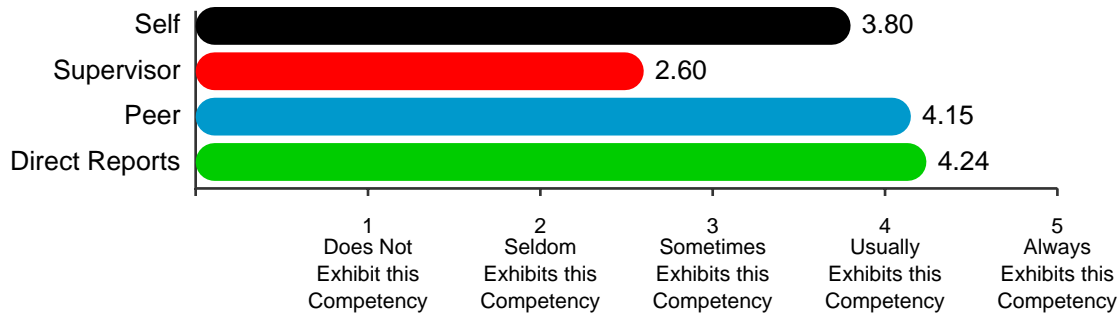
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	4.33	93.3	7%	53%		40%	
42. Collaborates with others to accomplish goals and objectives.	15	4.20	80.0	20%	40%		40%	
43. Builds alliances between departments and teams.	15	4.13	86.7	13%	60%		27%	
44. Seeks an understanding of diverse functions within the Company.	15	4.00	86.7	13%	73%		13%	
45. Supports a partnering/networking culture.	15	4.47	93.3	7%	40%		53%	

Comments:

- He has taken his team to the next level.
- He is very professional and caring in his job
- _____ is a team player and effective in his role.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.

Entrepreneurship

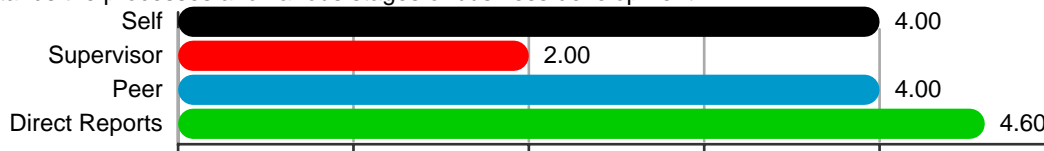
Summary Scores



46. Balances risks and rewards when making decisions.



47. Understands the processes and various stages of business development.



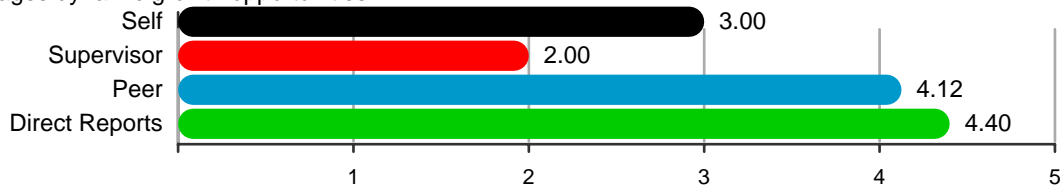
48. Finds unique ways to go around barriers to success.



49. Devotes a certain amount of time and effort to developing new business opportunities.



50. Encourages dynamic growth 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

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46. Balances risks and rewards when making decisions.	15	3.87	80.0	7%	13%	67%	13%	
47. Understands the processes and various stages of business development.	15	4.07	86.7	13%	53%	33%		
48. Finds unique ways to go around barriers to success.	15	4.13	86.7	13%	60%	27%		
49. Devotes a certain amount of time and effort to developing new business opportunities.	15	4.20	86.7	7%	7%	47%	40%	
50. Encourages dynamic growth opportunities.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- 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.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- Always steps up if help is needed.
- _____ is smart, detailed and committed. I appreciate having his on our team.

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 envy his versatility in working with a wide variety of issues and topics.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- _____ exemplifies all of these qualities.
- Management skills progressing well with experience.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

What do you like best about working with this individual?

- He couldn't be more engaged if he tried.
- Good leadership style.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- _____ has my back and breaks down the barriers when I let him know that need his support.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what _____ has done with this but needs to be addressed and improved.
- I can't think of a single thing _____ could improve upon.

What do you like least about working with this individual?

- I love working with his and hope to continue having his as my supervisor!
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- His communication style can also come across as very directive at times to peers and subordinates.
- He is such a positive person and always willing to pitch in where help is needed.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- He is very collaborative and always attempts to work with others.

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

- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- _____ always presents himself in the most professional manner.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.

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

- Don't be afraid to ask questions when stuck on a task.
- _____ does a great job in supporting and engaging all of his employees.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Attitude is there; however, follow through is lacking at times.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.

Any final comments?

- I really appreciate him as a member of the team.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- _____ has a strong knowledge base and willingly shares information.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- _____ is an excellent manager.