



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.

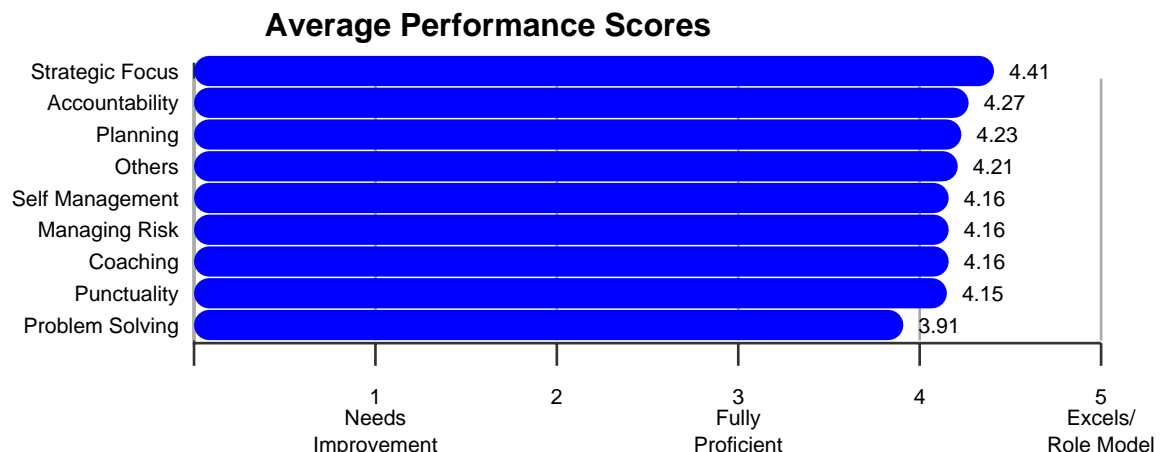
What to Do with Your Feedback

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

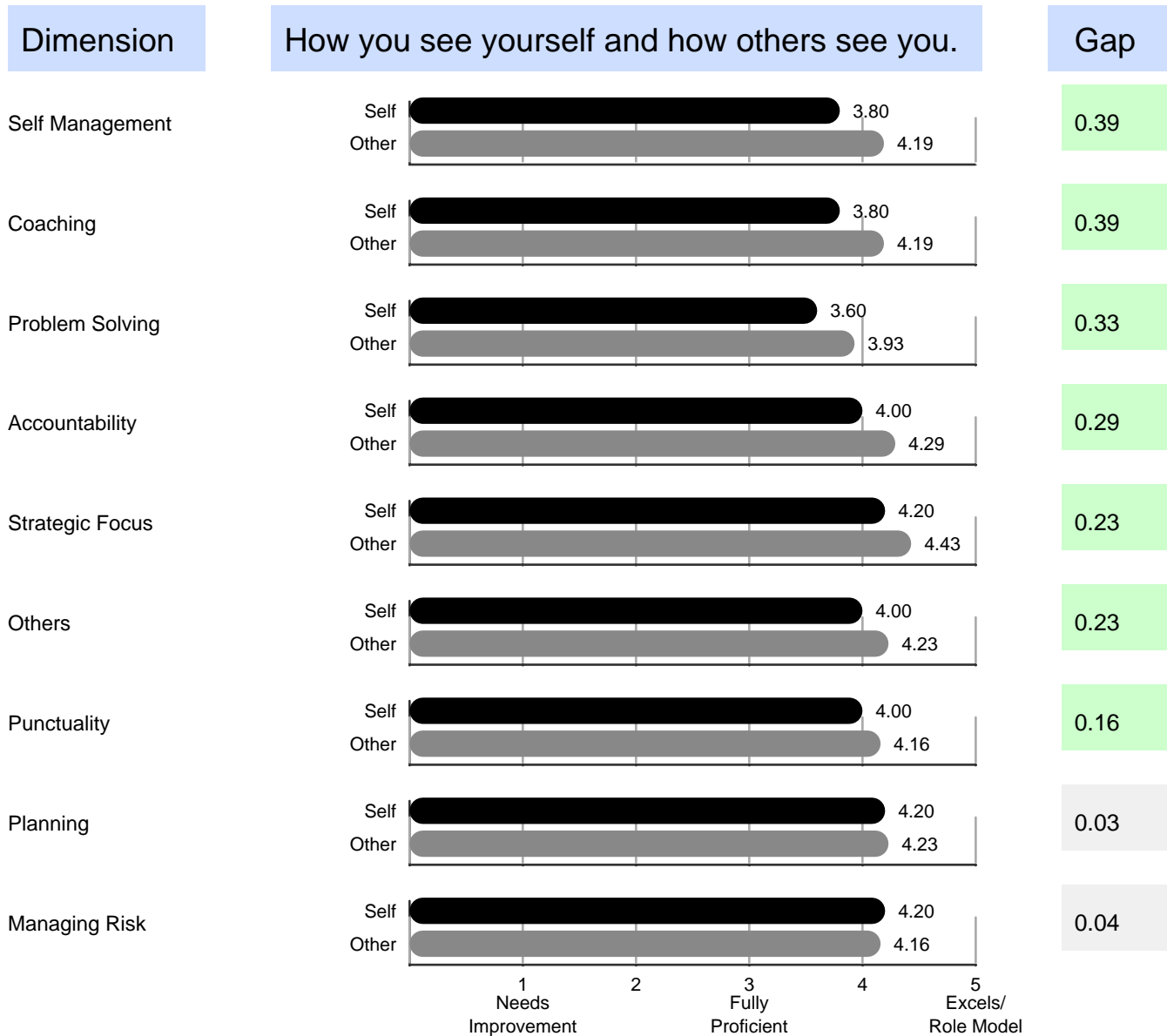
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



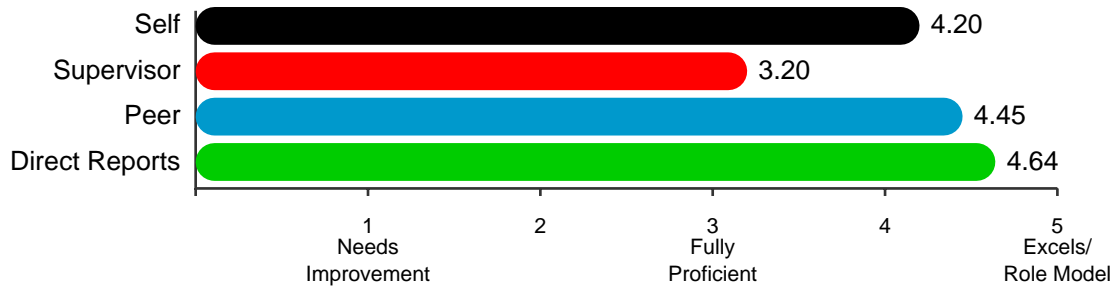
Gap Analysis

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. Communicates goals and objectives to employees.



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



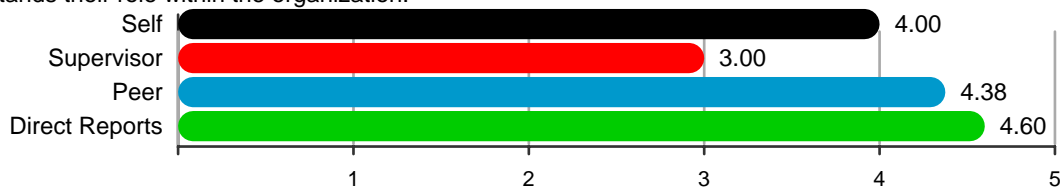
3. Looks for opportunities to enhance contributions to the bottom line.



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



5. Understands their role within the organization.



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

Comments:

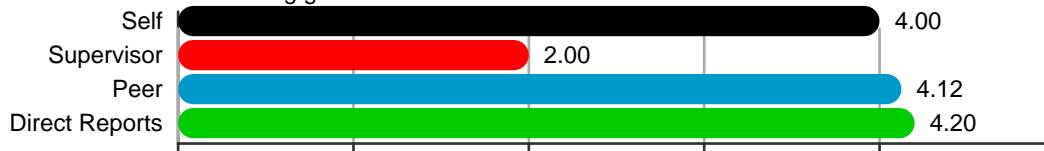
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- ___ applied her strong analytical skills to problem solving.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.

Accountability

Summary Scores



6. Holds team accountable to meeting goals.



7. Defines roles, rights, and responsibilities of employees.



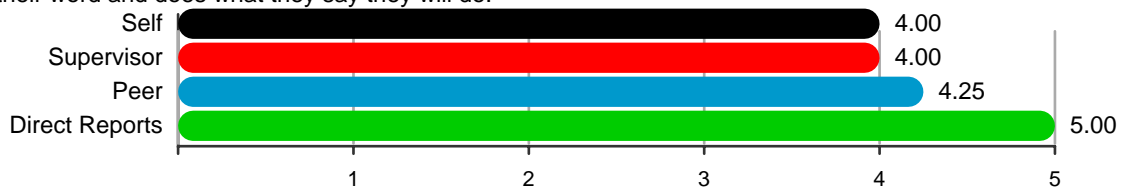
8. Creates a consistent process for prioritizing work.



9. Is someone you can trust.



10. Keeps their word and does what they say they will do.



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
6. Holds team accountable to meeting goals.	15	4.00	80.0	7%	13%	53%		27%
7. Defines roles, rights, and responsibilities of employees.	15	4.07	80.0		20%	53%		27%
8. Creates a consistent process for prioritizing work.	15	4.33	93.3	7%		47%		47%
9. Is someone you can trust.	15	4.47	93.3	7%		40%		53%
10. Keeps their word and does what they say they will do.	15	4.47	93.3	7%		40%		53%

Comments:

- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- Always looking for ways to grow as a person. Inspires others to do the same.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.

Self Management

Summary Scores



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



12. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



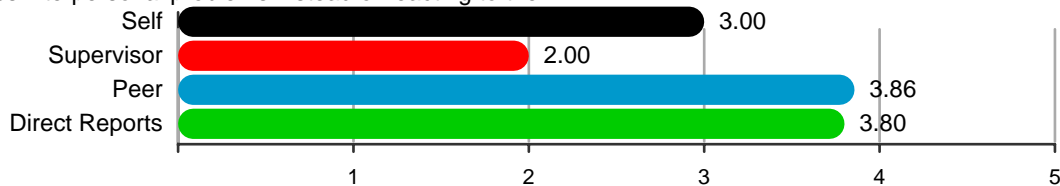
13. Does not allow own emotions to interfere with the performance of others.



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



15. Analyzes interpersonal problems instead of reacting to them.



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).

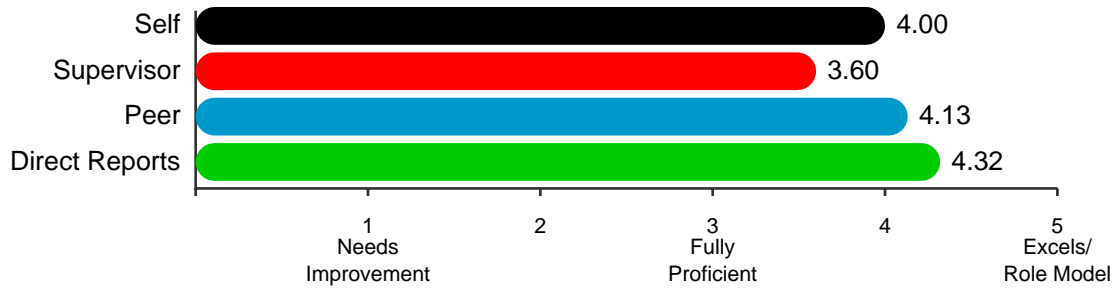
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Steps away from a situation to process appropriate response.	15	4.60	100.0	40%	60%	
12. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.27	100.0	73%	27%	
13. Does not allow own emotions to interfere with the performance of others.	15	4.33	100.0	67%	33%	
14. Consciously controls own negative emotions in order to keep team morale up.	15	3.93	73.3	27%	53%	20%
15. Analyzes interpersonal problems instead of reacting to them.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ does not beat around the bush nor does she have hidden agendas.
- ___ does a great job investigating an issue thinking it through before she takes action.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.

Punctuality

Summary Scores



16. Starts meetings on time.



17. Invoices clients on a timely basis.



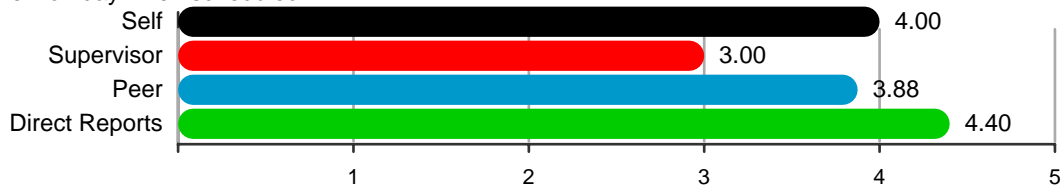
18. Arrives to meetings on time.



19. Conducts appointments at scheduled start time.



20. Starts the workday when scheduled.



Level of Skill

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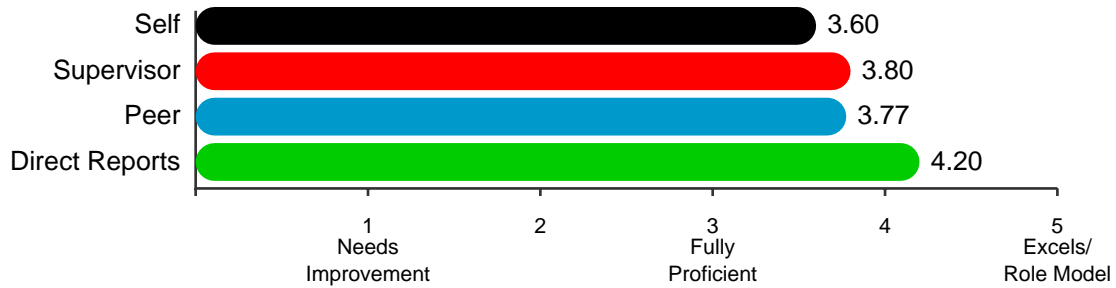
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Starts meetings on time.	15	4.33	86.7	13%		40%		47%
17. Invoices clients on a timely basis.	15	4.27	93.3	7%		60%		33%
18. Arrives to meetings on time.	14	4.00	92.9	7%		86%		7%
19. Conducts appointments at scheduled start time.	14	4.14	85.7	7%	7%	50%		36%
20. Starts the workday when scheduled.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- Provides reinforcement and feedback within the context of the overall business strategy.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- ___ has a calm and professional style.

Problem Solving

Summary Scores



21. Generates alternative solutions to problems and challenges.



22. Is a good problem solver and decision maker



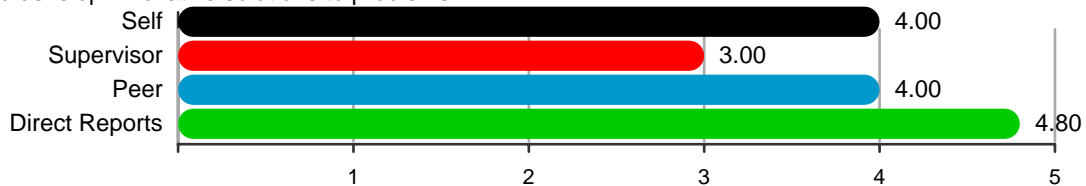
23. Works cooperatively with others to solve problems.



24. Able to balance the needs of different people in a solution to a problem.



25. Ability to develop innovative solutions to problems.



Level of Skill

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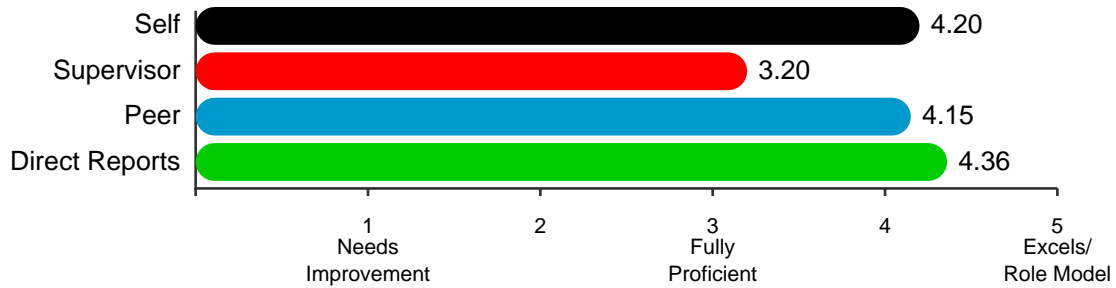
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Generates alternative solutions to problems and challenges.	15	4.00	66.7	13%	20%	20%	47%
22. Is a good problem solver and decision maker	15	3.47	53.3	13%	33%	47%	7%
23. Works cooperatively with others to solve problems.	15	3.60	66.7	13%	20%	60%	7%
24. Able to balance the needs of different people in a solution to a problem.	15	4.27	86.7	7%	7%	40%	47%
25. Ability to develop innovative solutions to problems.	15	4.20	80.0	7%	13%	33%	47%

Comments:

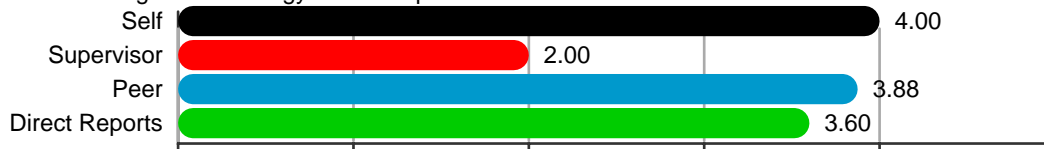
- ___ has been an excellent assistant manager.
- ___ is a "One of a kind" She is a great manager.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- 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.

Managing Risk

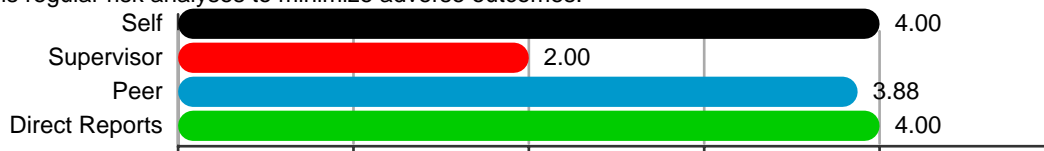
Summary Scores



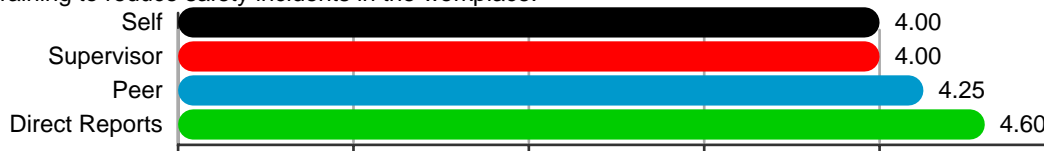
26. Creates a risk management strategy for the department.



27. Performs regular risk analyses to minimize adverse outcomes.



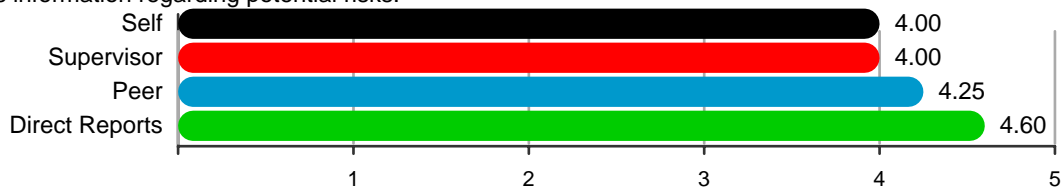
28. Offers training to reduce safety incidents in the workplace.



29. Tracks and monitors incidents that may increase the risk of adverse consequences.



30. Gathers information regarding potential risks.



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).

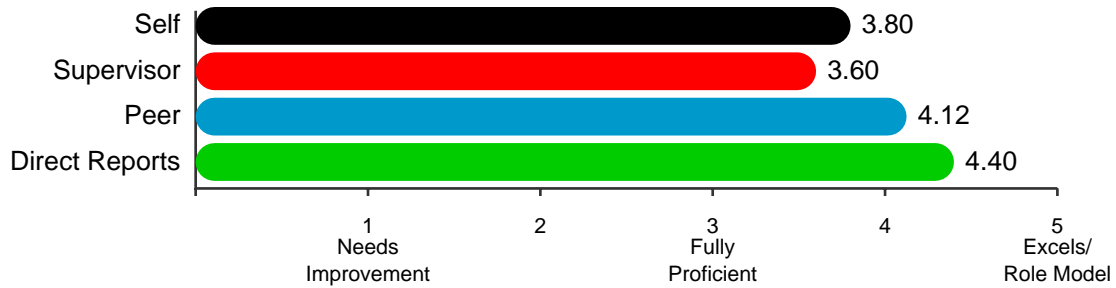
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Creates a risk management strategy for the department.	15	3.67	66.7	20%	13%	47%		20%
27. Performs regular risk analyses to minimize adverse outcomes.	15	3.80	73.3	20%	7%	47%		27%
28. Offers training to reduce safety incidents in the workplace.	15	4.33	86.7		13%	40%		47%
29. Tracks and monitors incidents that may increase the risk of adverse consequences.	15	4.67	100.0			33%		67%
30. Gathers information regarding potential risks.	15	4.33	100.0			67%		33%

Comments:

- I look forward to working with her in her new role.
- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- She has always encouraged others and provided tools for the employee to do so.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.

Coaching

Summary Scores



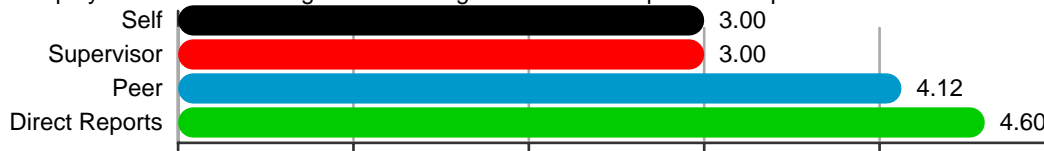
31. Conducts regular performance appraisals and feedback.



32. Develops the skills and capabilities of others.



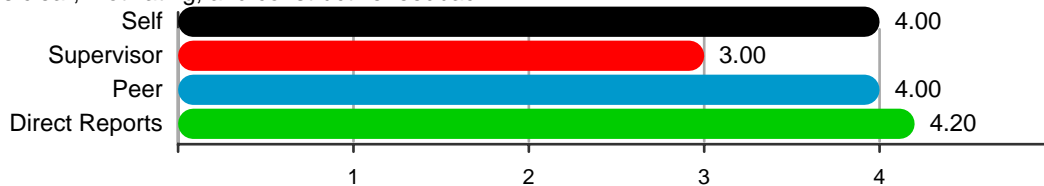
33. Coaches employees in how to strengthen knowledge and skills to improve work performance.



34. Helps employees to understand responsibilities, authority, and expectations.



35. Provides clear, motivating, and constructive feedback.



Level of Skill

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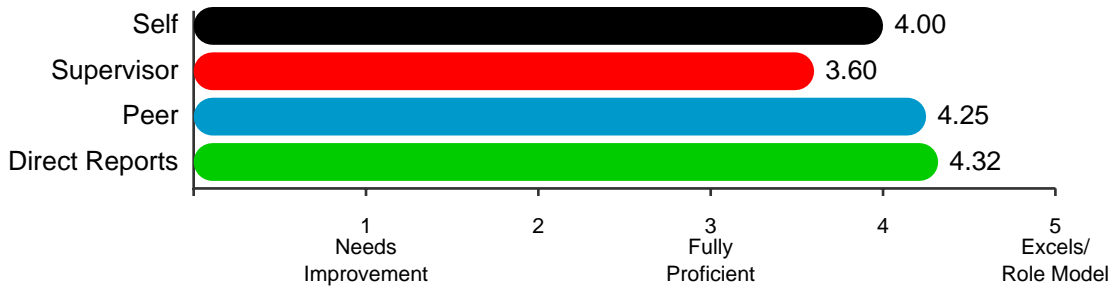
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Conducts regular performance appraisals and feedback.	15	4.07	80.0	20%	53%	27%
32. Develops the skills and capabilities of others.	15	4.47	100.0		53%	47%
33. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.13	80.0	20%	47%	33%
34. Helps employees to understand responsibilities, authority, and expectations.	15	4.13	86.7	13%	60%	27%
35. Provides clear, motivating, and constructive feedback.	15	4.00	80.0	20%	60%	20%

Comments:

- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- ___ is very approachable and always willing to listen.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- Very knowledgeable and always steps up if help is needed.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.

Others

Summary Scores



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



37. Works across boundaries within the organization.



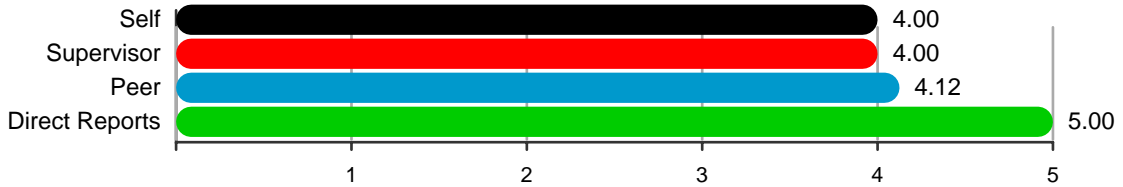
38. ...treats others with respect and dignity.



39. Treats others with respect and dignity.



40. Helpful



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).

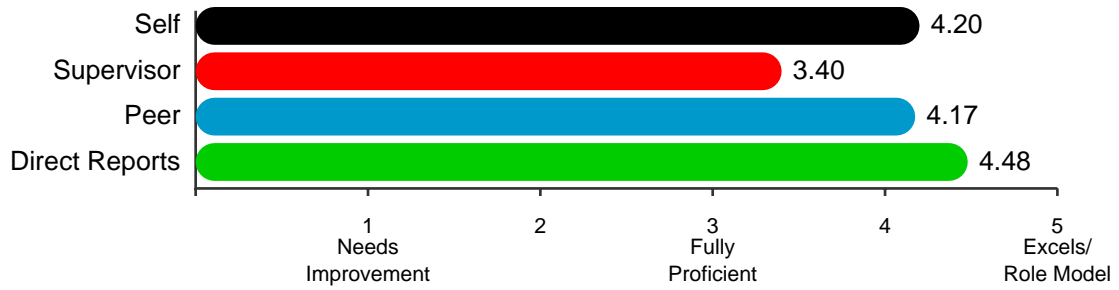
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Is able to see issues from others' perspectives.	15	4.33	100.0			67%		33%
37. Works across boundaries within the organization.	15	3.93	80.0	13%	7%	53%		27%
38. ...treats others with respect and dignity.	15	4.27	86.7	13%		47%		40%
39. Treats others with respect and dignity.	15	4.13	86.7	13%		60%		27%
40. Helpful	15	4.40	93.3	7%		47%		47%

Comments:

- She communicates clearly, and is always willing to listen attentively.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- ___ is an outstanding manager.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

Planning

Summary Scores



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



42. Anticipates obstacles and ways to overcome them.



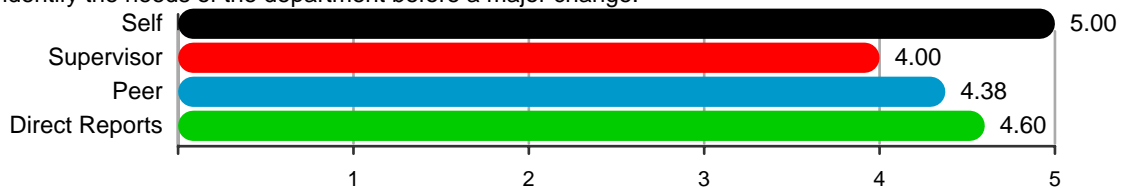
43. Works in an organized manner



44. Delegates role to team members to accomplish goals.



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



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
41. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.33	93.3	7%	53%	40%
42. Anticipates obstacles and ways to overcome them.	15	4.20	80.0	20%	40%	40%
43. Works in an organized manner	15	4.13	86.7	13%	60%	27%
44. Delegates role to team members to accomplish goals.	15	4.00	86.7	13%	73%	13%
45. Able to identify the needs of the department before a major change.	15	4.47	93.3	7%	40%	53%

Comments:

- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- She's a very hard worker and always helping out when needed.
- She includes appropriate people in her decisions and follows through on decisions made.
- ___ has done a great job of continuing to grow and refine the service lines.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.

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?

- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- ___ does a great job investigating an issue thinking it through before she takes action.
- 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.
- She is quick to remind others, when needed why we are really here.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.

What do you like best about working with this individual?

- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- She is a strong leader complemented with sound judgement
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.

What do you like least about working with this individual?

- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- She 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.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- She is beginning to reach out to the other managers more, and it is appreciated.
- She is also quick to tap into her past experiences in attempting to find the best solution.

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

- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- Is very upbeat and quick to contribute to the team.
- 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 communicates well to all staff and we know what is expected of us.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.

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

- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- I enjoy working with ___ very much.
- She is a charismatic leader. Really the best!!
- She exhibits vision, compassion and high integrity in all of her work.

Any final comments?

- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- ___ has been instrumental in the working relationship of our department.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- 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.