



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.

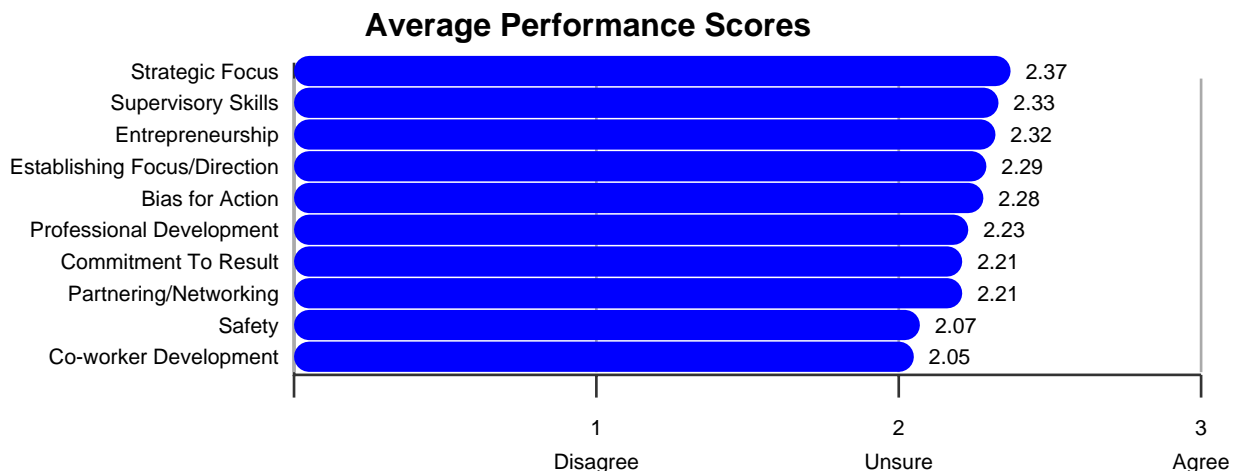
What to Do with Your Feedback

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

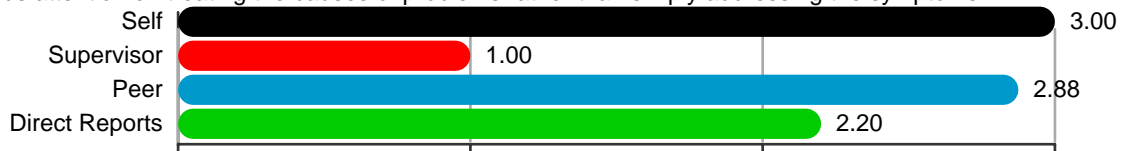
Summary Scores



1. You look for opportunities to enhance contributions to the bottom line.



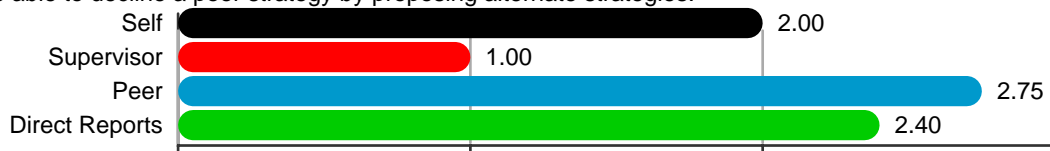
2. You focus attention on treating the causes of problems rather than simply addressing the symptoms.



3. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.



4. You are able to decline a poor strategy by proposing alternate strategies.



5. You understand and contribute to development of strategic goals.



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. You look for opportunities to enhance contributions to the bottom line.	15	2.27	33.3	7%	60%	33%
2. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.53	73.3	20%	7%	73%
3. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.33	40.0	7%	53%	40%
4. You are able to decline a poor strategy by proposing alternate strategies.	15	2.47	53.3	7%	40%	53%
5. You understand and contribute to development of strategic goals.	15	2.27	40.0	13%	47%	40%

Comments:

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ is a great manager, committed to each employee in our department.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- 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.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ consistently asks how the day is going, if she can help us at all.

Bias for Action

Summary Scores



6. You encourage risk taking and experimentation to improve performance



7. You display high energy and enthusiasm on consistent basis.



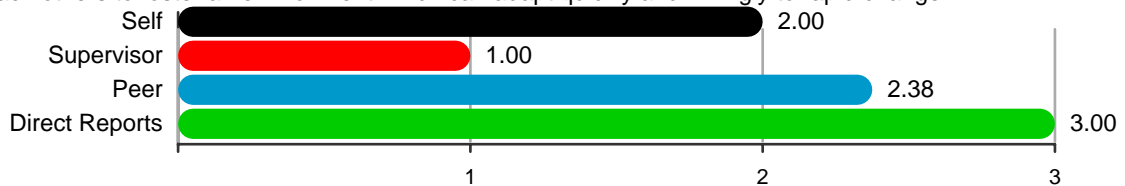
8. You complete a large volume of work.



9. You motivate others to achieve or exceed goals



10. You coach others to foster an environment which can adapt quickly and willingly to rapid 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. You encourage risk taking and experimentation to improve performance	15	2.13	33.3	20%	47%	33%
7. You display high energy and enthusiasm on consistent basis.	15	2.07	26.7	20%	53%	27%
8. You complete a large volume of work.	15	2.33	40.0	7%	53%	40%
9. You motivate others to achieve or exceed goals	15	2.40	53.3	13%	33%	53%
10. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- It's been great working with her.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.

Professional Development

Summary Scores



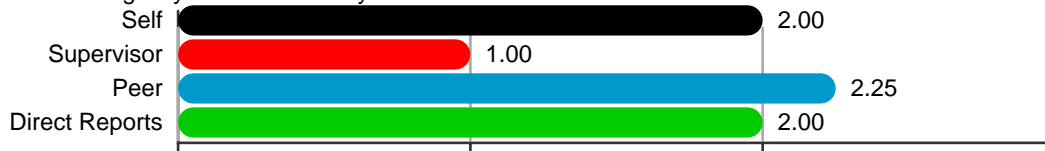
11. You quickly acquire and apply new knowledge and skills when needed



12. You keep yourself up-to-date of technical/professional issues



13. You are contributing fully to the extent of your skills



14. You seek opportunities for professional development.



15. You demonstrate enthusiasm and a willingness to learn new skills and knowledge



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).

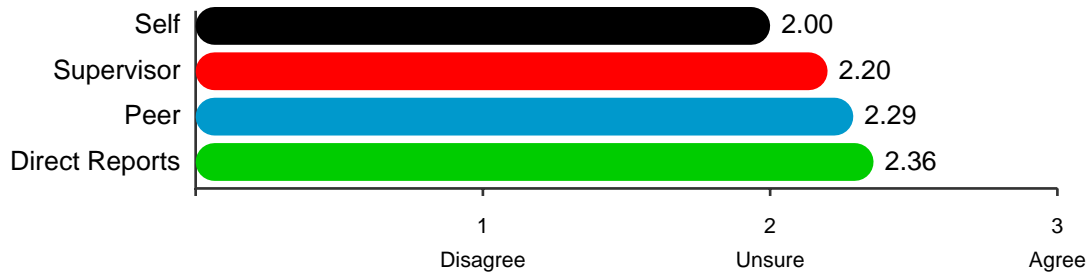
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You quickly acquire and apply new knowledge and skills when needed	15	2.33	40.0	7%	53%	40%
12. You keep yourself up-to-date of technical/professional issues	15	2.07	20.0	13%	67%	20%
13. You are contributing fully to the extent of your skills	15	2.07	26.7	20%	53%	27%
14. You seek opportunities for professional development.	15	2.27	40.0	13%	47%	40%
15. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	2.43	50.0	7%	43%	50%

Comments:

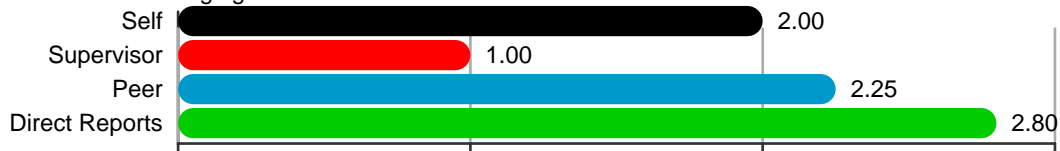
- I value and appreciate ___ very much.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.

Establishing Focus/Direction

Summary Scores



16. You are excellent at managing time.



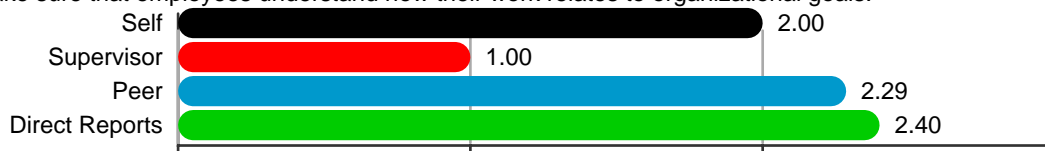
17. You make sure that employees understand and identify with the team's mission.



18. You align the department's goals with the goals of the organization.



19. You make sure that employees understand how their work relates to organizational goals.



20. You maintain focus when handling several problems or tasks simultaneously.



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
16. You are excellent at managing time.	15	2.33	46.7	13%	40%	47%
17. You make sure that employees understand and identify with the team's mission.	15	2.33	40.0	7%	53%	40%
18. You align the department's goals with the goals of the organization.	14	2.00	14.3	14%	71%	14%
19. You make sure that employees understand how their work relates to organizational goals.	14	2.21	42.9	21%	36%	43%
20. You maintain focus when handling several problems or tasks simultaneously.	15	2.53	60.0	7%	33%	60%

Comments:

- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- She recognized where I needed help and supported me in making the case to get it.
- ___ is a great listener and leader for the department.
- I have truly appreciated her guidance.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- She is very knowledgeable and is always willing to lend a helping hand!

Supervisory Skills

Summary Scores



21. You resolve personnel problems quickly and effectively.



22. You appropriately recognize and reward employees.



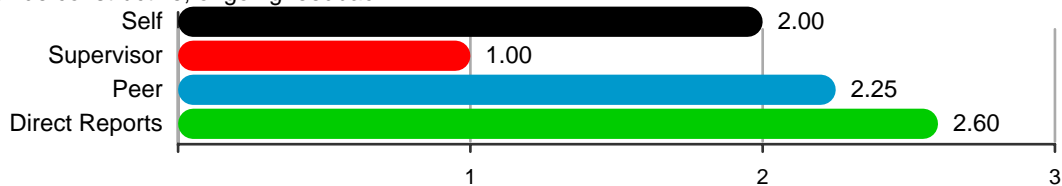
23. You promote teamwork and cooperation within the department.



24. You maintain good working relationships with employees.



25. You provide constructive, ongoing feedback.



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
21. You resolve personnel problems quickly and effectively.	15	2.60	66.7	7%	27%	67%
22. You appropriately recognize and reward employees.	15	2.33	40.0	7%	53%	40%
23. You promote teamwork and cooperation within the department.	15	2.07	20.0	13%	67%	20%
24. You maintain good working relationships with employees.	15	2.40	53.3	13%	33%	53%
25. You provide constructive, ongoing feedback.	15	2.27	53.3	27%	20%	53%

Comments:

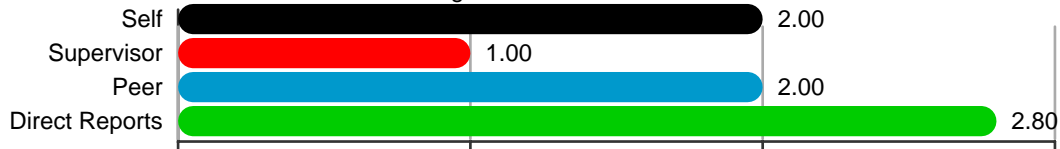
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.

Commitment To Result

Summary Scores



26. You are able to focus on a task even when working alone.



27. You take immediate action toward goals.



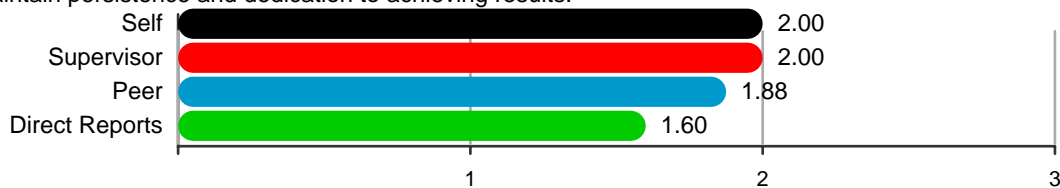
28. You are committed to the team.



29. You are willing to do whatever it takes-not afraid to have to put in extra effort.



30. You maintain persistence and dedication to achieving results.



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).

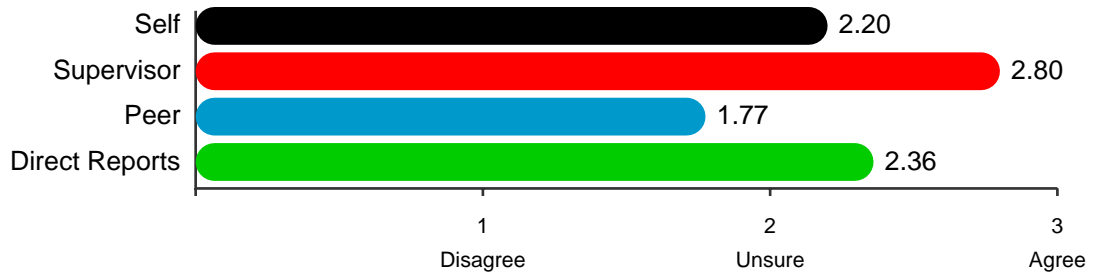
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You are able to focus on a task even when working alone.	15	2.20	33.3	13%	53%	33%
27. You take immediate action toward goals.	15	2.00	26.7	27%	47%	27%
28. You are committed to the team.	15	2.47	53.3	7%	40%	53%
29. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	2.60	60.0		40%	60%
30. You maintain persistence and dedication to achieving results.	15	1.80	13.3	33%	53%	13%

Comments:

- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- She encourages staff skill development and input to improve department processes
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.

Safety

Summary Scores



31. You develop a sustainable safety culture.



32. You develop a strong safety culture.



33. You develop a culture of safety.



34. You are committed to safety in the workplace.



35. You keep accurate safety records.



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).

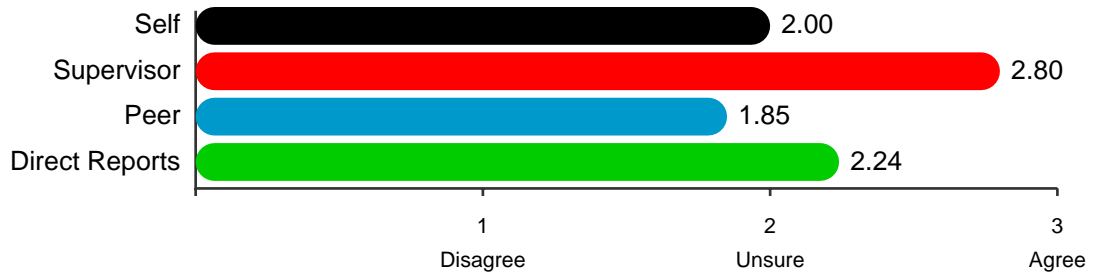
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You develop a sustainable safety culture.	15	2.13	33.3	20%	47%	33%
32. You develop a strong safety culture.	15	2.13	33.3	20%	47%	33%
33. You develop a culture of safety.	15	2.07	33.3	27%	40%	33%
34. You are committed to safety in the workplace.	15	2.13	26.7	13%	60%	27%
35. You keep accurate safety records.	15	1.87	20.0	33%	47%	20%

Comments:

- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ is a strong leader and passionate about her customers, staff and safety.
- She has a vast storehouse of knowledge about the facility and our policies.
- ___ is a great manager to work for.
- Having a routine for schedule and coming to office more frequently

Co-worker Development

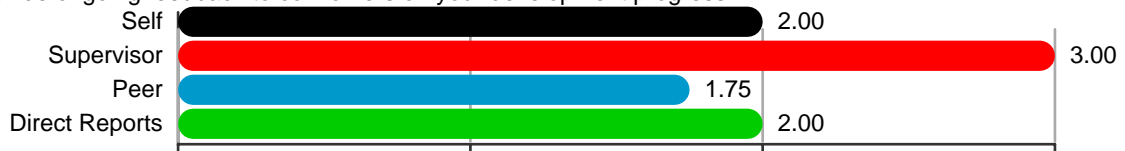
Summary Scores



36. You give others development opportunities through project assignments and increased job responsibilities



37. You provide ongoing feedback to co-workers on your development progress



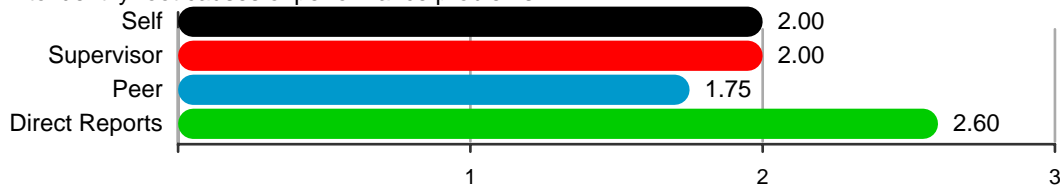
38. You take immediate action on poor performance



39. You adapt coaching and mentoring approach to meet the style or needs of individuals



40. You work to identify root causes of performance problems



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).

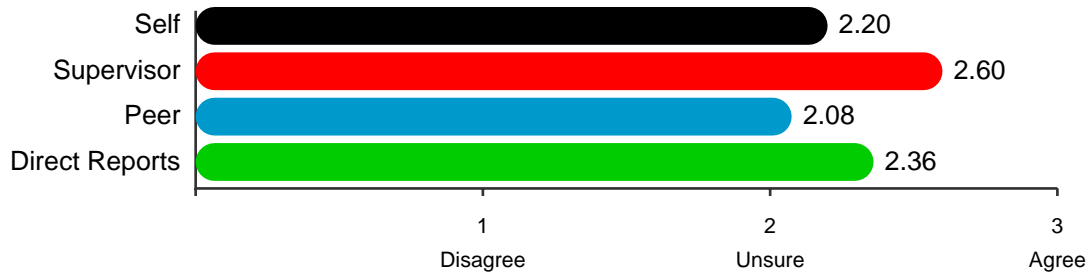
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You give others development opportunities through project assignments and increased job responsibilities	15	1.87	20.0	33%	47%	20%
37. You provide ongoing feedback to co-workers on your development progress	15	1.93	13.3	20%	67%	13%
38. You take immediate action on poor performance	15	2.07	33.3	27%	40%	33%
39. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	2.33	33.3		67%	33%
40. You work to identify root causes of performance problems	15	2.07	33.3	27%	40%	33%

Comments:

- 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.
- _____ has also come down to help our department when we have been very busy and needed help.
- _____ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- She is a great leader.
- She's a very hard worker and always helping out when needed.

Partnering/Networking

Summary Scores



41. You promote the understanding of how the department affects the organization overall.



42. You capitalize on partnerships and networks to enhance the Company's bottom line.



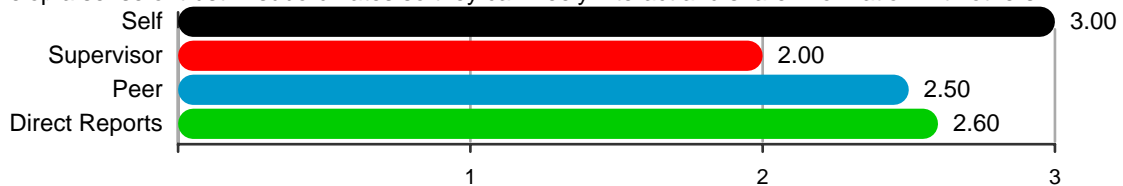
43. You build alliances between departments and teams.



44. You partner with peers to obtain influence within the Company.



45. You develop a sense of trust in subordinates so they can freely interact and share information with others.



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).

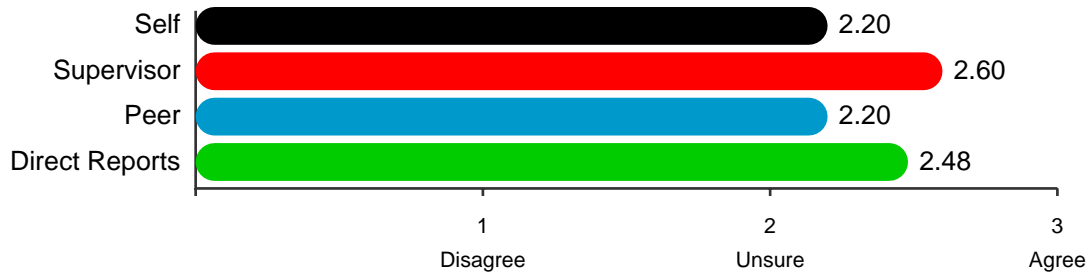
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. You promote the understanding of how the department affects the organization overall.	15	2.00	26.7	27%	47%	27%
42. You capitalize on partnerships and networks to enhance the Company's bottom line.	15	2.13	33.3	20%	47%	33%
43. You build alliances between departments and teams.	15	2.20	40.0	20%	40%	40%
44. You partner with peers to obtain influence within the Company.	15	2.20	26.7	7%	67%	27%
45. You develop a sense of trust in subordinates so they can freely interact and share information with others.	15	2.53	60.0	7%	33%	60%

Comments:

- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- ___ has been an excellent assistant manager.
- I feel that we would not be such a great place if it wasn't for ____. ___ is the best!!!!!!

Entrepreneurship

Summary Scores



46. You seek and utilize mentors to help guide your professional development.



47. You balance risks and rewards when making decisions.



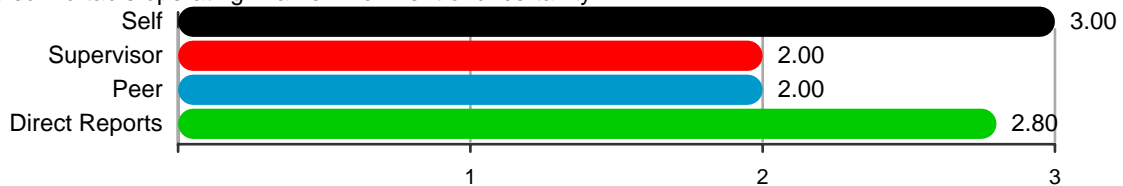
48. You can work effectively in an environment of uncertainty.



49. You are able to adapt the department to changing business demands and climate.



50. You are comfortable operating in an environment of uncertainty.



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. You seek and utilize mentors to help guide your professional development.	15	2.27	26.7		73%	27%
47. You balance risks and rewards when making decisions.	15	2.13	26.7	13%	60%	27%
48. You can work effectively in an environment of uncertainty.	15	2.40	40.0		60%	40%
49. You are able to adapt the department to changing business demands and climate.	15	2.47	46.7		53%	47%
50. You are comfortable operating in an environment of uncertainty.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ can be counted on for her reliability.
- She has grown as a manager in the last few months and it shows.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- she is open and willing to share her vision for the team.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her 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?

- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- Each member feels they are a part of the team and knows their contribution is valued.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.

What do you like best about working with this individual?

- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- I really enjoy working with ____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- ___ is a very effective leader and excellent communicator.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- I appreciate her dedication to the department employees.

What do you like least about working with this individual?

- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- She cares deeply about the engagement of her staff and has concern for those in need.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.

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

- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- 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.
- Dedicated to the customer and community, she is worth her weight in gold.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- Outstanding leader.
- Set clear expectations for others.

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

- She quickly addresses any challenges that may arise.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.

Any final comments?

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- 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.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Stay focused more on the agenda for meetings.
- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!