



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.

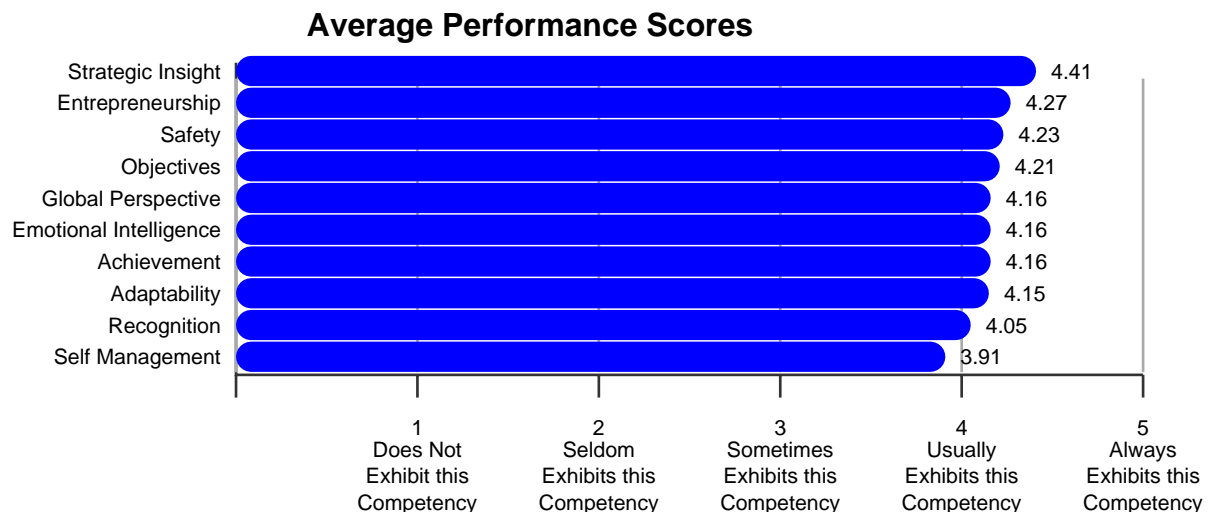
What to Do with Your Feedback

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

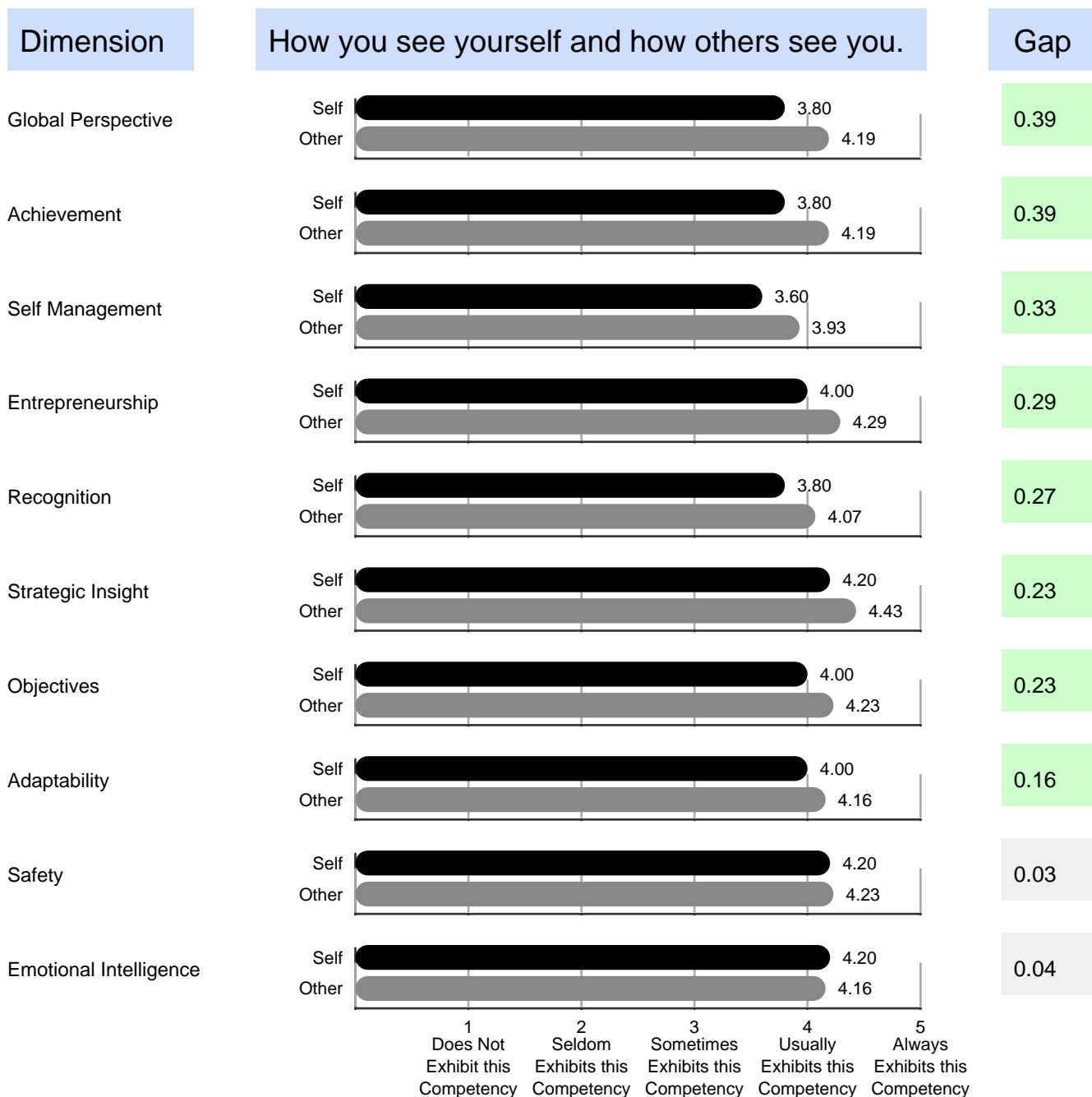
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



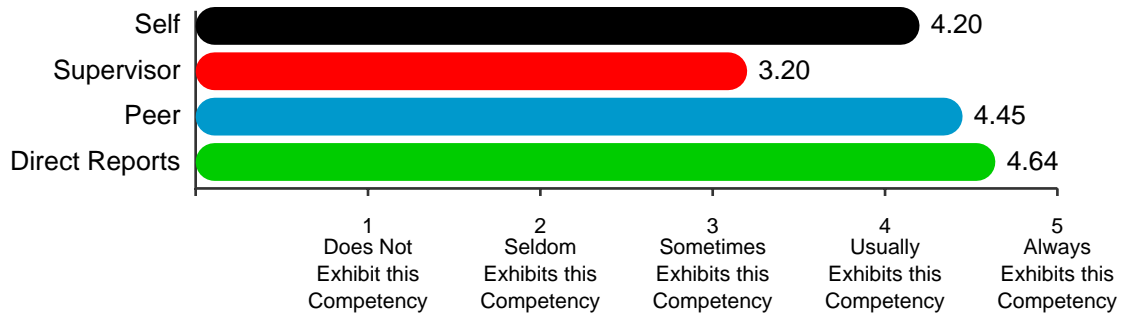
Gap Analysis

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 Insight

Summary Scores



1. You maintain knowledge of current trends in the industry.



2. You use a variety of problem-solving techniques to address issues facing the Company.



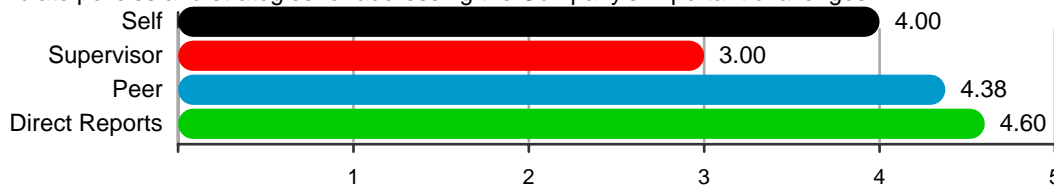
3. You implement long-term solutions to problems.



4. You anticipate business cycles and trends and makes adjustments in a timely manner.



5. You formulate policies and strategies for addressing the Company's important challenges.



Level of Skill

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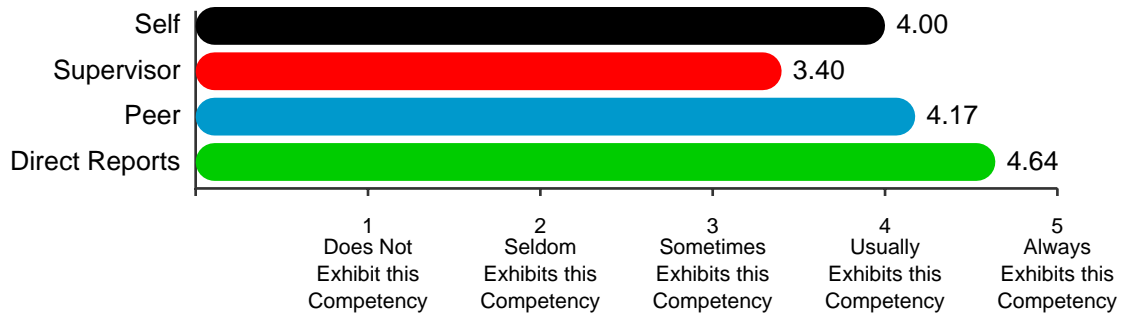
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You maintain knowledge of current trends in the industry.	15	4.20	93.3	7%		67%		27%
2. You use a variety of problem-solving techniques to address issues facing the Company.	15	4.87	100.0		13%		87%	
3. You implement long-term solutions to problems.	15	4.27	93.3	7%		60%		33%
4. You anticipate business cycles and trends and makes adjustments in a timely manner.	15	4.40	86.7	13%		33%		53%
5. You formulate policies and strategies for addressing the Company's important challenges.	15	4.33	93.3	7%		53%		40%

Comments:

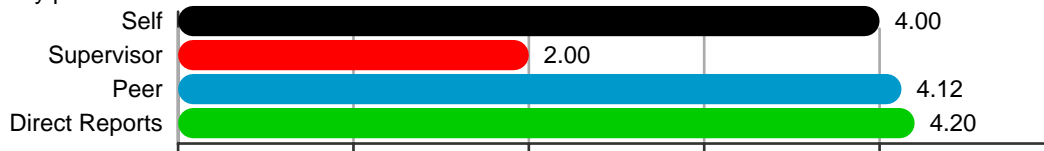
- _____ does a great job at demonstrating the value of his team to the organization.
- _____ is the best employee the department has employed.
- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- Experience, mentoring and self-confidence.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.

Entrepreneurship

Summary Scores



6. You identify problems that need solved.



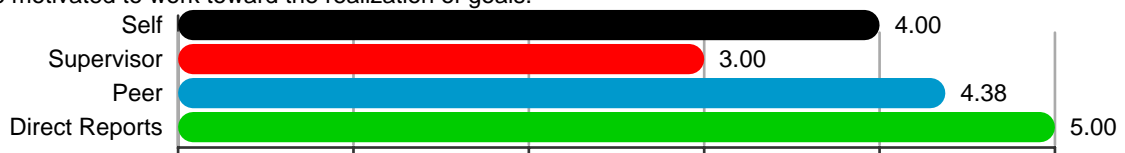
7. You work hard toward the realization of goals.



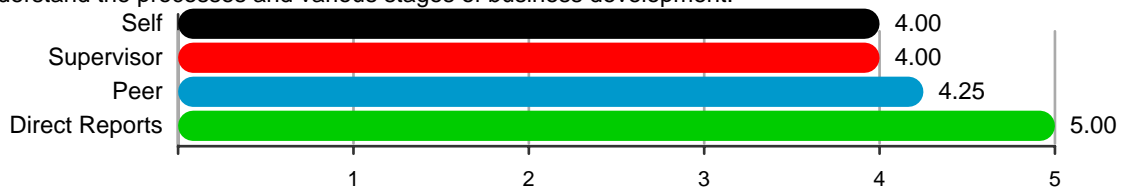
8. You risk your time, effort, and reputation toward the completion of goals.



9. You are motivated to work toward the realization of goals.



10. You understand the processes and various stages of business development.



Level of Skill

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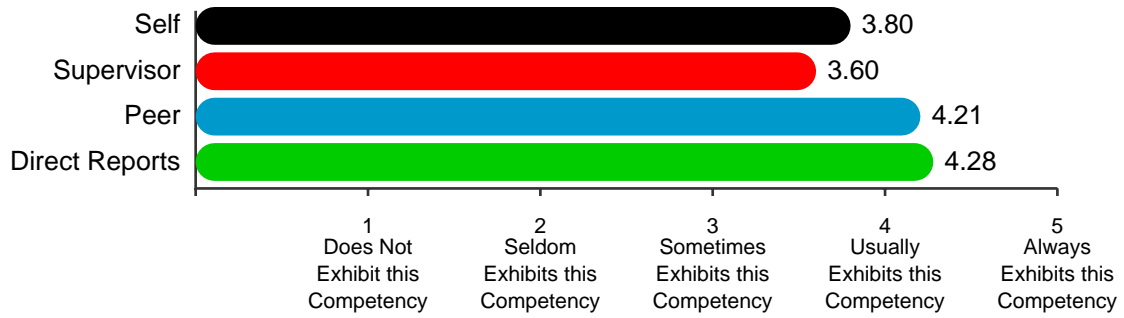
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You identify problems that need solved.	15	4.00	80.0	7%	13%	53%	27%	
7. You work hard toward the realization of goals.	15	4.07	80.0		20%	53%	27%	
8. You risk your time, effort, and reputation toward the completion of goals.	15	4.33	93.3	7%	47%		47%	
9. You are motivated to work toward the realization of goals.	15	4.47	93.3	7%	40%	53%		
10. You understand the processes and various stages of business development.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- _____ has good knowledge and awareness of the strengths and talents within the organization.
- _____ has been very supportive of me and the Institute.

Global Perspective

Summary Scores



11. You engage in problem solving with individuals outside of the country.



12. You understand how cultures differ and how these differences impact work behavior.



13. You set the example for team on importance of cultural awareness.



14. You consider customers point of view when making decisions.



15. You can effectively deliver presentations to international clients.



Level of Skill

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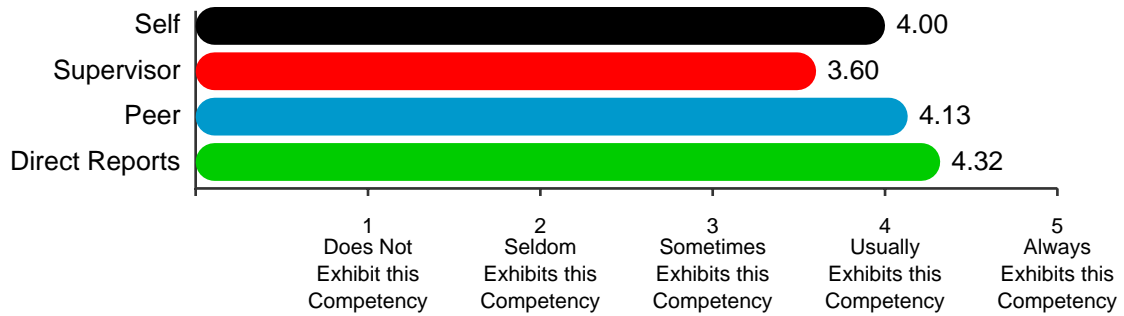
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You engage in problem solving with individuals outside of the country.	15	4.60	100.0			40%	60%	
12. You understand how cultures differ and how these differences impact work behavior.	15	4.27	100.0			73%		27%
13. You set the example for team on importance of cultural awareness.	15	4.33	100.0			67%		33%
14. You consider customers point of view when making decisions.	15	3.93	73.3	27%		53%		20%
15. You can effectively deliver presentations to international clients.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- I appreciate his perspective and guidance on a variety of things.
- He consistently conducts himself with professionalism and represents our unit well.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.

Adaptability

Summary Scores



16. You are flexible and adaptable when confronted with unexpected changes.



17. You work effectively in dynamic and changing work environments.



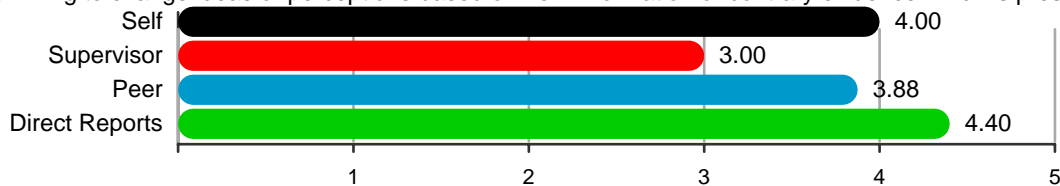
18. You are proactive and takes steps to prepare for changes in the workplace.



19. You embrace changes in technology and automation.



20. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.



Level of Skill

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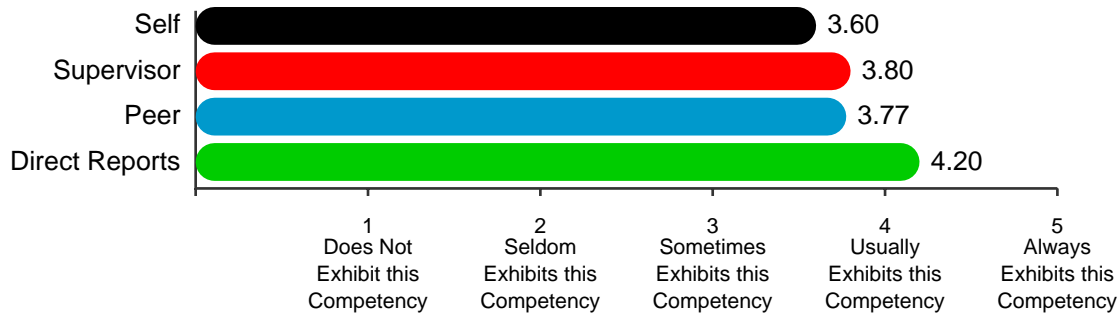
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You are flexible and adaptable when confronted with unexpected changes.	15	4.33	86.7	13%	40%	47%		
17. You work effectively in dynamic and changing work environments.	15	4.27	93.3	7%	60%	33%		
18. You are proactive and takes steps to prepare for changes in the workplace.	14	4.00	92.9	7%	86%	7%		
19. You embrace changes in technology and automation.	14	4.14	85.7	7%	7%	50%	36%	
20. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- _____ is a very effective leader and excellent communicator.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- _____ is consistent in his messaging about how we best serve the customers.
- He is an advocate for [CompanyName].
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.

Self Management

Summary Scores



21. You step away from a situation to process appropriate response.



22. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



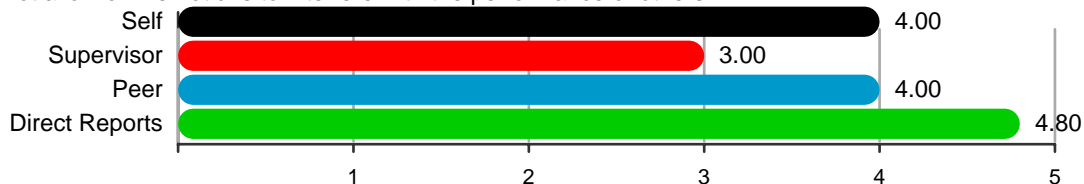
23. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



24. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.



25. You do not allow own emotions to interfere with the performance of others.



Level of Skill

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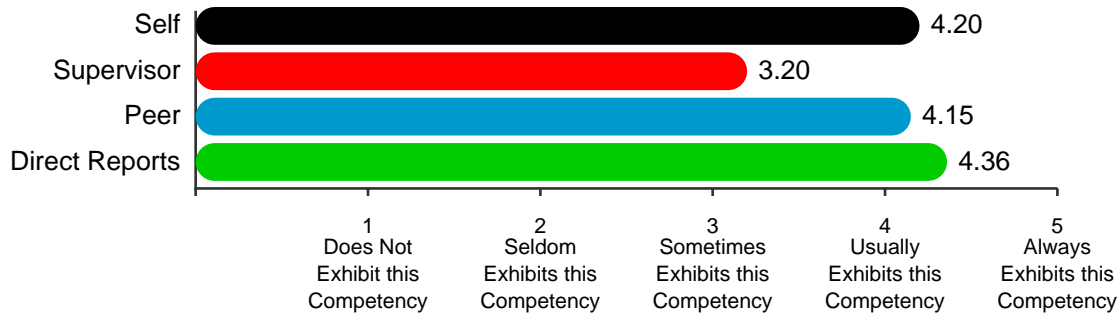
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You step away from a situation to process appropriate response.	15	4.00	66.7	13%	20%	20%	47%	
22. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.47	53.3	13%	33%	47%	7%	
23. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.60	66.7	13%	20%	60%	7%	
24. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.27	86.7	7%	7%	40%	47%	
25. You do not allow own emotions to interfere with the performance of others.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

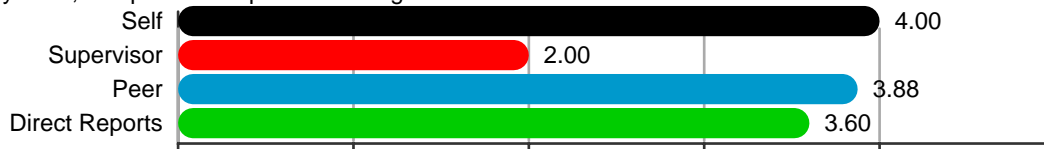
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- He is a joy to work for.
- He always involves others in decisions ensuring a well rounded approach.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.

Emotional Intelligence

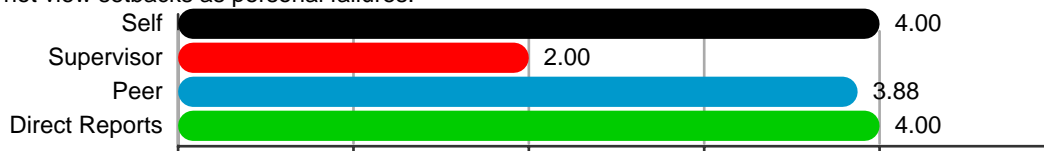
Summary Scores



26. You stay calm, composed and positive during difficult events.



27. You do not view setbacks as personal failures.



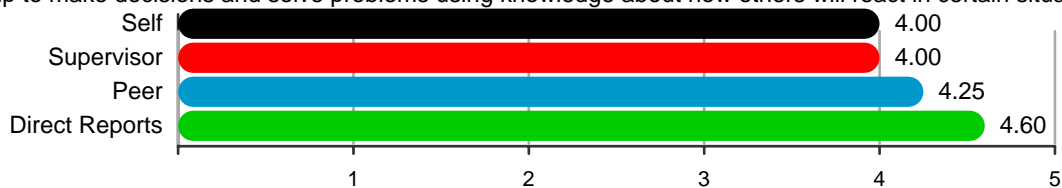
28. You accurately perceive the emotions in yourself and others.



29. You accurately perceive the emotional reactions of others.



30. You help to make decisions and solve problems using knowledge about how others will react in certain situations.



Level of Skill

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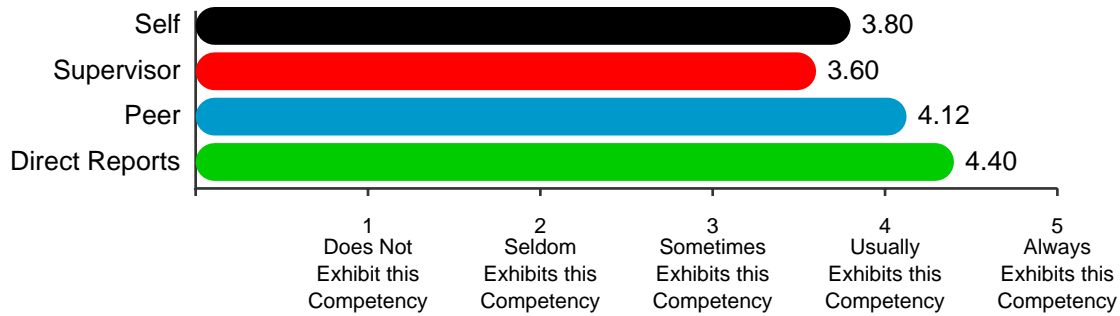
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You stay calm, composed and positive during difficult events.	15	3.67	66.7	20%	13%	47%	20%	
27. You do not view setbacks as personal failures.	15	3.80	73.3	20%	7%	47%	27%	
28. You accurately perceive the emotions in yourself and others.	15	4.33	86.7	13%	40%	47%		
29. You accurately perceive the emotional reactions of others.	15	4.67	100.0		33%	67%		
30. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.33	100.0		67%	33%		

Comments:

- He has really filled the role of interim manager for the department well.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- Confidence, Attitude, Desire to learn.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- He is very knowledgeable and is always willing to lend a helping hand!

Achievement

Summary Scores



31. You are driven to complete assignments on time.



32. You accept setbacks and challenges as improvement opportunities



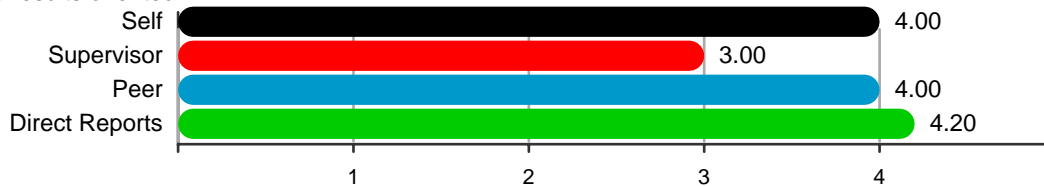
33. You complete work promptly and efficiently.



34. You establish stretch goals to advance skills and output.



35. You are results oriented.



Level of Skill

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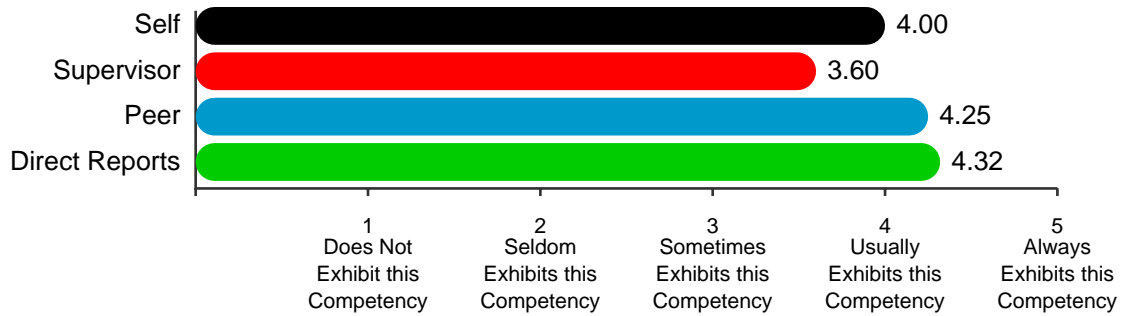
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You are driven to complete assignments on time.	15	4.07	80.0	20%		53%		27%
32. You accept setbacks and challenges as improvement opportunities	15	4.47	100.0			53%		47%
33. You complete work promptly and efficiently.	15	4.13	80.0	20%		47%		33%
34. You establish stretch goals to advance skills and output.	15	4.13	86.7	13%		60%		27%
35. You are results oriented.	15	4.00	80.0	20%		60%		20%

Comments:

- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.

Objectives

Summary Scores



36. You communicate goals and objectives to employees.



37. You set long-term and short-term goals.



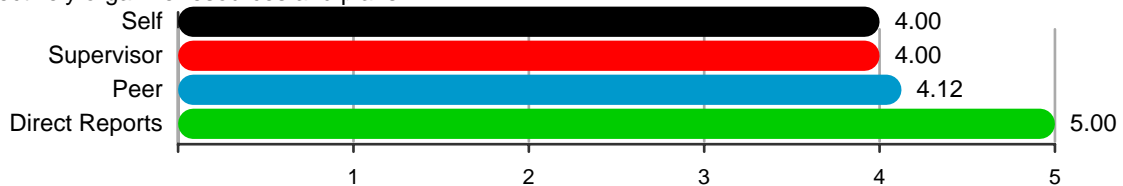
38. You consistently provide me with timely feedback for improving my performance.



39. You are able to establish realistic goals.



40. You effectively organize resources and plans



Level of Skill

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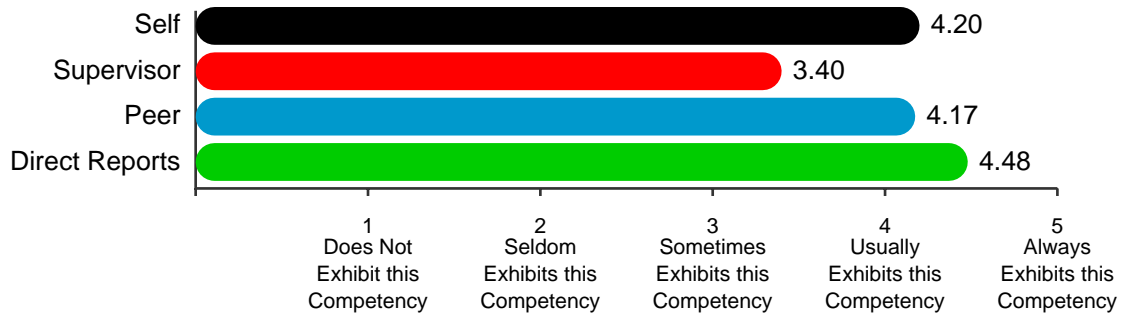
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You communicate goals and objectives to employees.	15	4.33	100.0			67%		33%
37. You set long-term and short-term goals.	15	3.93	80.0	13%	7%	53%		27%
38. You consistently provide me with timely feedback for improving my performance.	15	4.27	86.7		13%	47%		40%
39. You are able to establish realistic goals.	15	4.13	86.7		13%	60%		27%
40. You effectively organize resources and plans	15	4.40	93.3		7%	47%		47%

Comments:

- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he 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.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- Strive for excellence. Willing to learn. Implement advice from others.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.

Safety

Summary Scores



41. You commit adequate resources toward safety measures.



42. You participate in safety training when available.



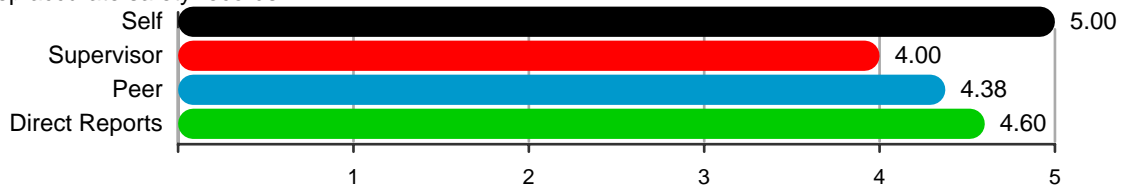
43. You ensure compliance with safety regulations.



44. You support our company's safety programs.



45. You keep accurate safety records.



Level of Skill

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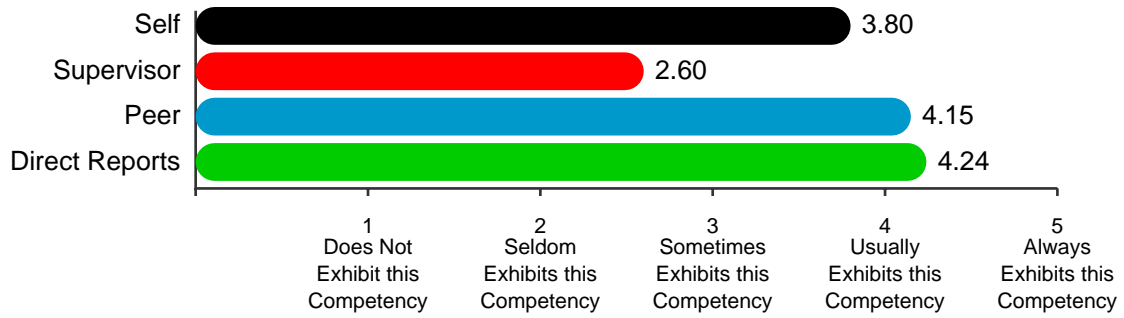
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. You commit adequate resources toward safety measures.	15	4.33	93.3	7%	53%	40%		
42. You participate in safety training when available.	15	4.20	80.0	20%	40%	40%		
43. You ensure compliance with safety regulations.	15	4.13	86.7	13%	60%	27%		
44. You support our company's safety programs.	15	4.00	86.7	13%	73%	13%		
45. You keep accurate safety records.	15	4.47	93.3	7%	40%	53%		

Comments:

- When there are any issues, I can take them to _____ and together we are able to work out the issues.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- Completes variance analysis and identifies corrective actions.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.

Recognition

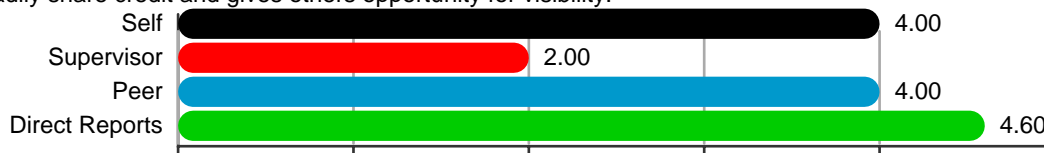
Summary Scores



46. You recognize the abilities and skills of self and others



47. You readily share credit and gives others opportunity for visibility.



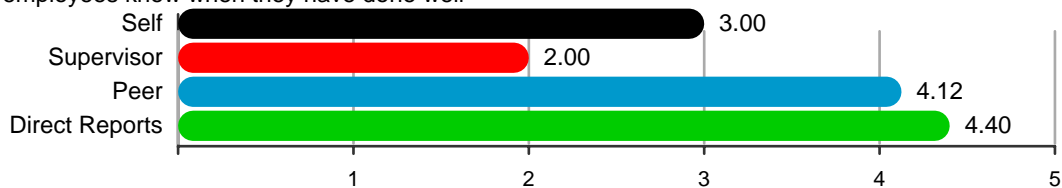
48. You offer recognition in a timely manner.



49. You find opportunities to recognize others.



50. You let employees know when they have done well



Level of Skill

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46. You recognize the abilities and skills of self and others	15	3.87	80.0	7%	13%	67%	13%	
47. You readily share credit and gives others opportunity for visibility.	15	4.07	86.7	13%	53%	33%		
48. You offer recognition in a timely manner.	15	4.13	86.7	13%	60%	27%		
49. You find opportunities to recognize others.	15	4.20	86.7	7%	7%	47%	40%	
50. You let employees know when they have done well	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- He quickly addresses any challenges that may arise.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- He is a great manager and person to work for/with.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He has always encouraged others and provided tools for the employee to do so.
- He is an excellent problem solver.

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?

- _____ is great about approaching and including staff input with decision making within the department.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- _____ has been instrumental in the working relationship of our department.
- He is such a model for leaders throughout our organization.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.

What do you like best about working with this individual?

- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- He will sit down with all parties involved before he makes a decision.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.

What do you like least about working with this individual?

- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- He has really filled the role of interim manager for the department well.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- He is showing more comfort in providing and receiving critical feedback.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- I so appreciate that _____ is so on top of everything that we do in payroll.

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

- _____ listens to his staff and delegates responsibilities as appropriate.
- Manager routinely demonstrates all of the above characteristics, as marked
- He sometimes comes off as confused about organizational/operational direction.
- Could benefit from increasing awareness on how much influence they have on the department.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.

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

- He has an innate ability to match assigned roles with individual strengths.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- He has been both a great co-worker and mentor to me.
- I have not had any issues with _____ since I have been working for him.
- _____'s priority is our customers and community.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.

Any final comments?

- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- He is willing to fill in with daily workload when we are short staffed.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.