



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.

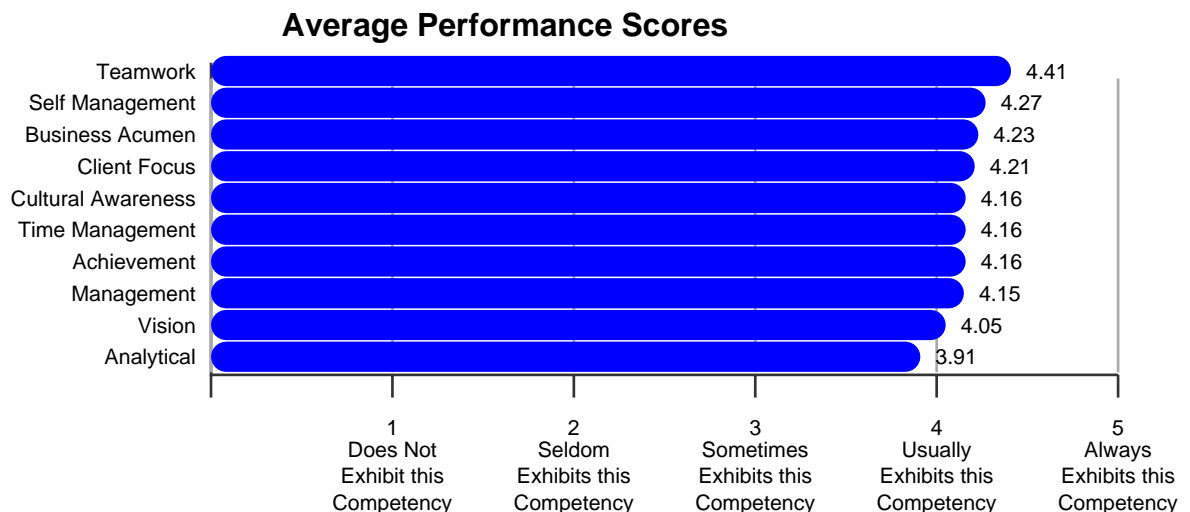
What to Do with Your Feedback

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

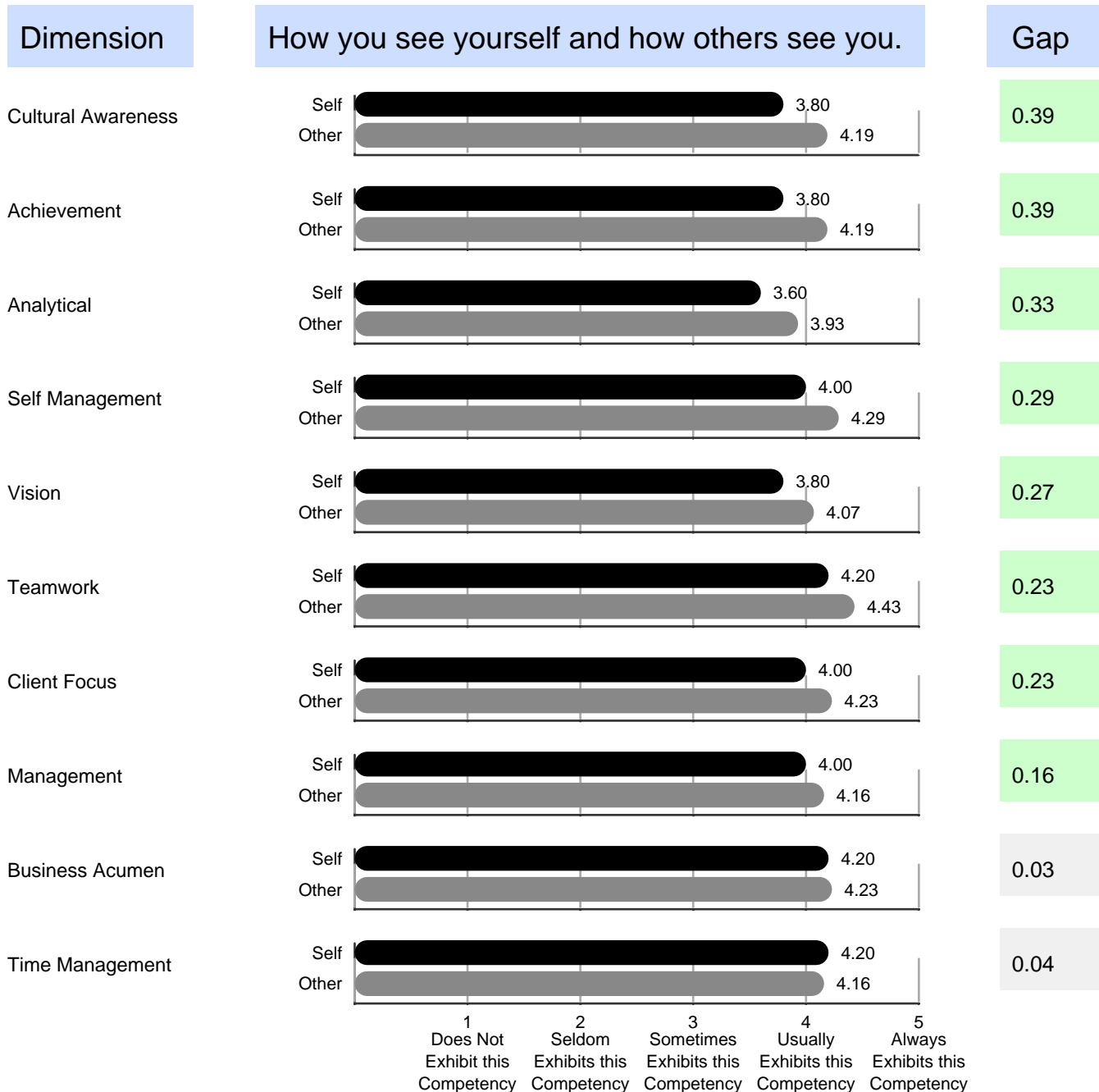
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Teamwork

Summary Scores



1. Encourages collaboration with other departments.



2. Fosters teamwork rather than individual competition



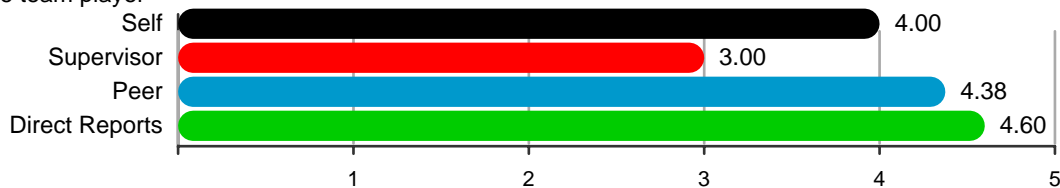
3. Actively participates as a team member



4. Coaches team members to work toward a common goal.



5. Effective team player



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Encourages collaboration with other departments.	15	4.20	93.3	7%		67%		27%
2. Fosters teamwork rather than individual competition	15	4.87	100.0	13%		87%		
3. Actively participates as a team member	15	4.27	93.3	7%		60%		33%
4. Coaches team members to work toward a common goal.	15	4.40	86.7	13%	33%		53%	
5. Effective team player	15	4.33	93.3	7%		53%		40%

Comments:

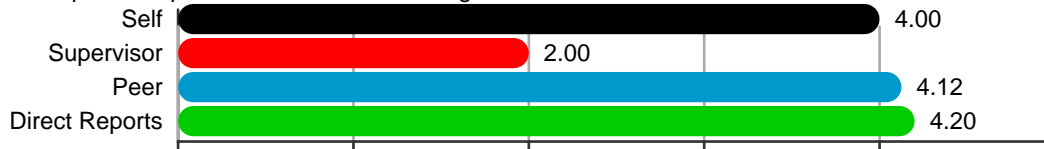
- _____ is a pleasure to work with.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- _____ sets high standards for his team and ensures they perform professionally.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.

Self Management

Summary Scores



6. Analyzes interpersonal problems instead of reacting to them.



7. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



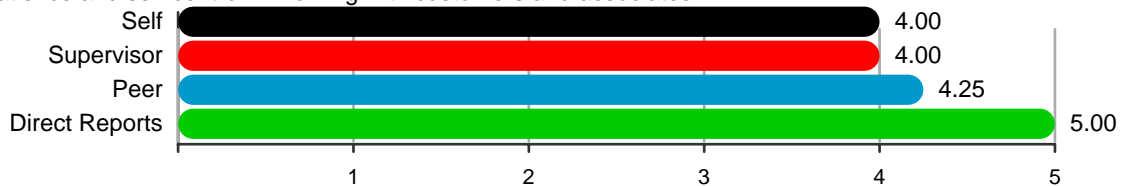
8. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



9. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



10. Uses patience and self-control in working with customers and associates.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

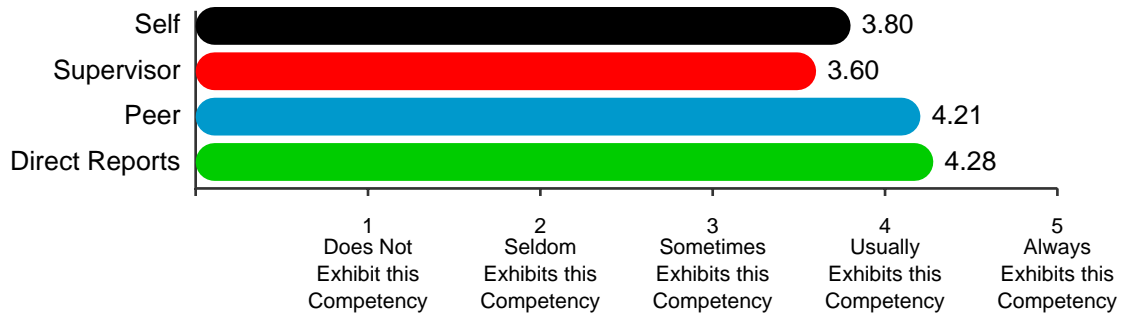
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Analyzes interpersonal problems instead of reacting to them.	15	4.00	80.0	7%	13%	53%	27%	
7. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.07	80.0		20%	53%	27%	
8. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.33	93.3	7%	47%	47%		
9. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.47	93.3	7%	40%	53%		
10. Uses patience and self-control in working with customers and associates.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ makes great hiring choices. he is clear on what needs to be done.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- He could benefit from becoming more comfortable challenging others.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- _____'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 hands on leader in our program.

Cultural Awareness

Summary Scores



11. Shows respect in daily interactions



12. Helps other employees to become more culturally sensitive.



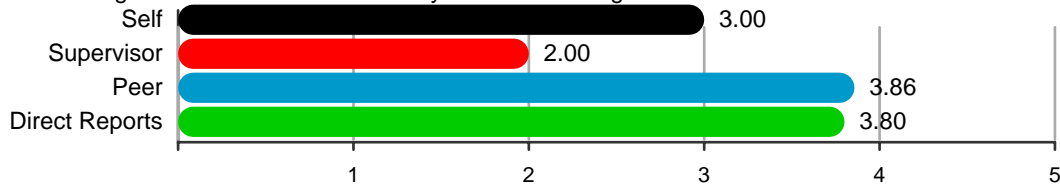
13. Willing to work with employees who have different cultural backgrounds.



14. Is aware of cultural differences in business etiquette.



15. Effective in working with individuals with a variety of cultural backgrounds.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

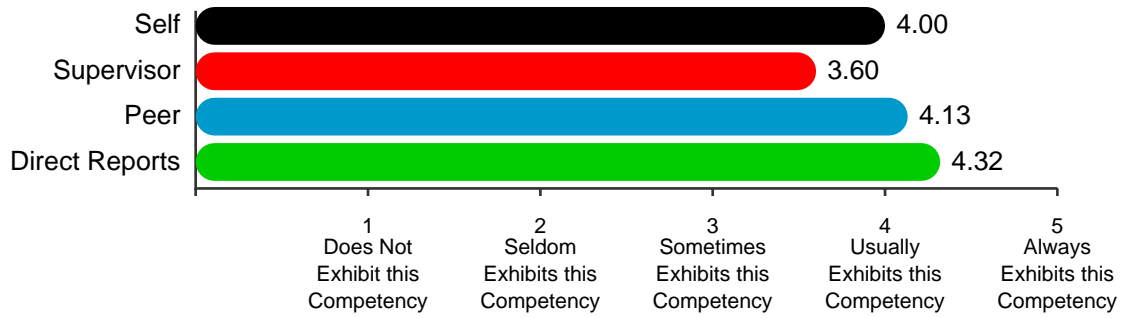
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Shows respect in daily interactions	15	4.60	100.0			40%	60%	
12. Helps other employees to become more culturally sensitive.	15	4.27	100.0			73%	27%	
13. Willing to work with employees who have different cultural backgrounds.	15	4.33	100.0			67%	33%	
14. Is aware of cultural differences in business etiquette.	15	3.93	73.3	27%		53%	20%	
15. Effective in working with individuals with a variety of cultural backgrounds.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- He encourages teammates more as a peer than a coach.
- _____ is highly professional in his everyday work.

Management

Summary Scores



16. Keep staff informed about what is happening in the company



17. Is ready to offer help



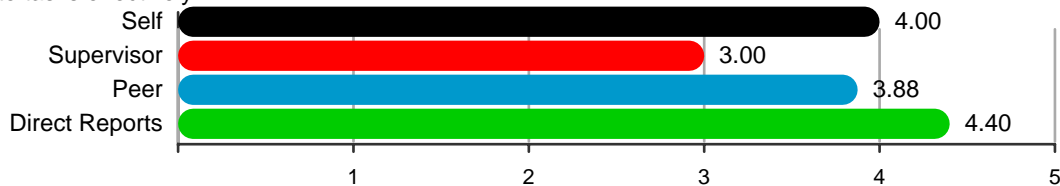
18. Sets an example for others to follow



19. Takes responsibility for things that go wrong



20. Delegate tasks effectively



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

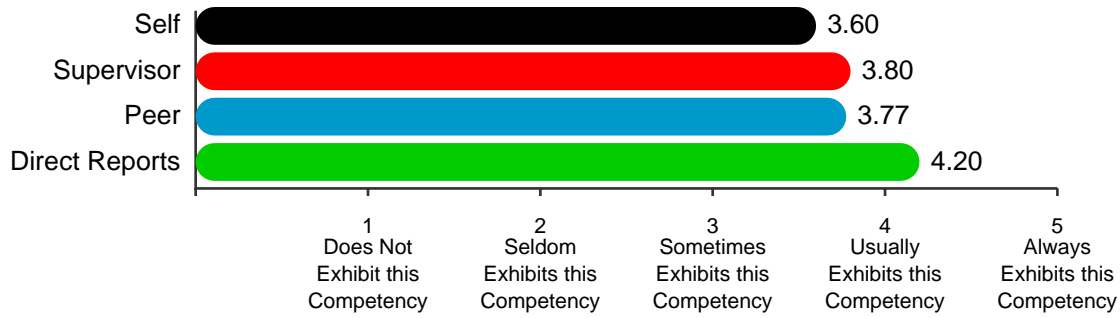
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Keep staff informed about what is happening in the company	15	4.33	86.7	13%	40%	47%		
17. Is ready to offer help	15	4.27	93.3	7%	60%	33%		
18. Sets an example for others to follow	14	4.00	92.9	7%	86%	7%		
19. Takes responsibility for things that go wrong	14	4.14	85.7	7%	7%	50%	36%	
20. Delegate tasks effectively	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He always involves others in decisions ensuring a well rounded approach.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- _____ has been so helpful to me as a new manager.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.

Analytical

Summary Scores



21. Identifies opportunities for progress and innovation.



22. Analyzes data and information from several sources and arrives at logical conclusions.



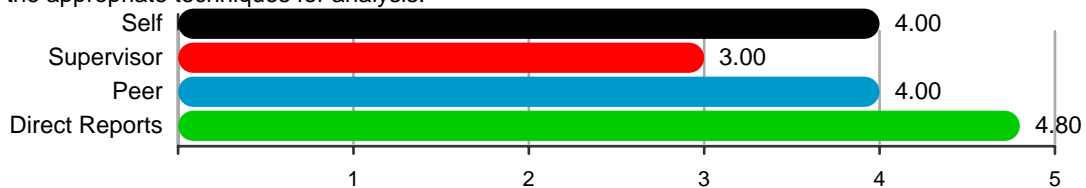
23. Analyzes issues and reduces them to their component parts.



24. Identifies problems and issues needing resolution.



25. Selects the appropriate techniques for analysis.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

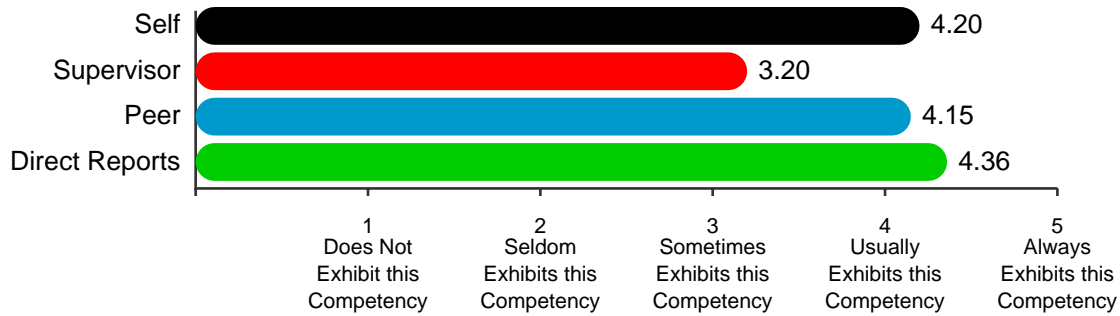
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Identifies opportunities for progress and innovation.	15	4.00	66.7	13%	20%	20%	47%	
22. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.47	53.3	13%	33%	47%	7%	
23. Analyzes issues and reduces them to their component parts.	15	3.60	66.7	13%	20%	60%	7%	
24. Identifies problems and issues needing resolution.	15	4.27	86.7	7%	7%	40%	47%	
25. Selects the appropriate techniques for analysis.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

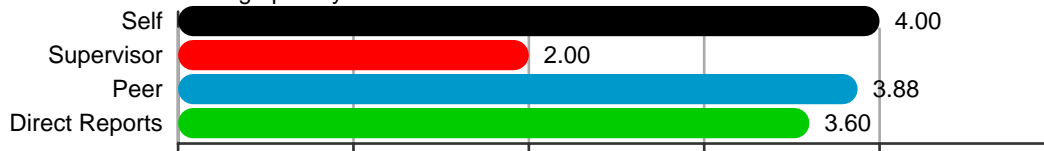
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- It's been great working with him.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.

Time Management

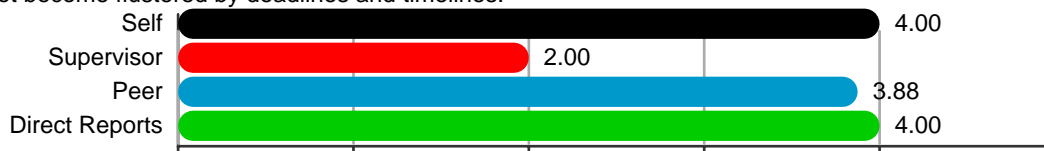
Summary Scores



26. Focuses on tasks that have high priority.



27. Does not become flustered by deadlines and timelines.



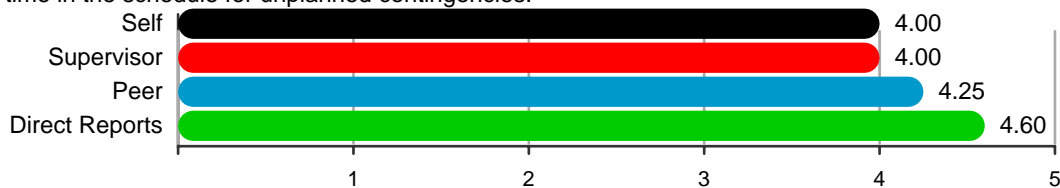
28. Completes tasks ahead of schedule.



29. Keeps and maintains a To-Do list.



30. Leaves time in the schedule for unplanned contingencies.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

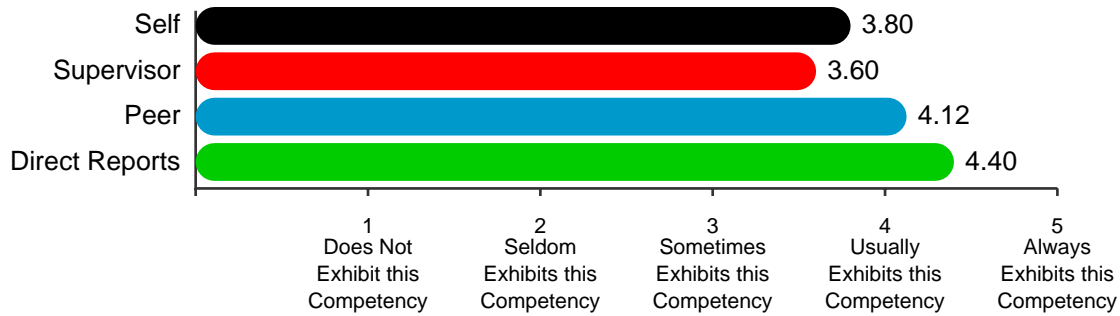
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Focuses on tasks that have high priority.	15	3.67	66.7	20%	13%	47%	20%	
27. Does not become flustered by deadlines and timelines.	15	3.80	73.3	20%	7%	47%	27%	
28. Completes tasks ahead of schedule.	15	4.33	86.7		13%	40%	47%	
29. Keeps and maintains a To-Do list.	15	4.67	100.0			33%	67%	
30. Leaves time in the schedule for unplanned contingencies.	15	4.33	100.0			67%	33%	

Comments:

- I appreciate how _____ guides, supports, and direct staff.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- It's been great working with him.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- Provide more frequent development feedback.

Achievement

Summary Scores



31. Set high standards in their performance



32. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.



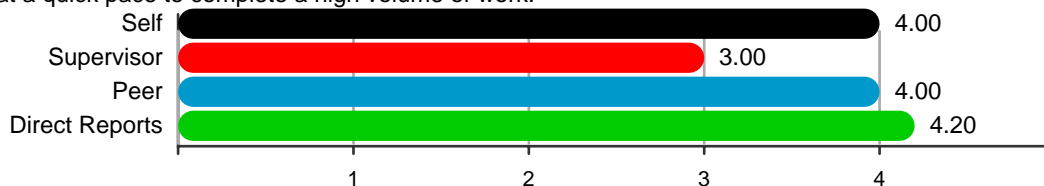
33. Completes work to given time frame and to budget



34. Is determined to complete tasks regardless of obstacles that may occur.



35. Works at a quick pace to complete a high volume of work.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

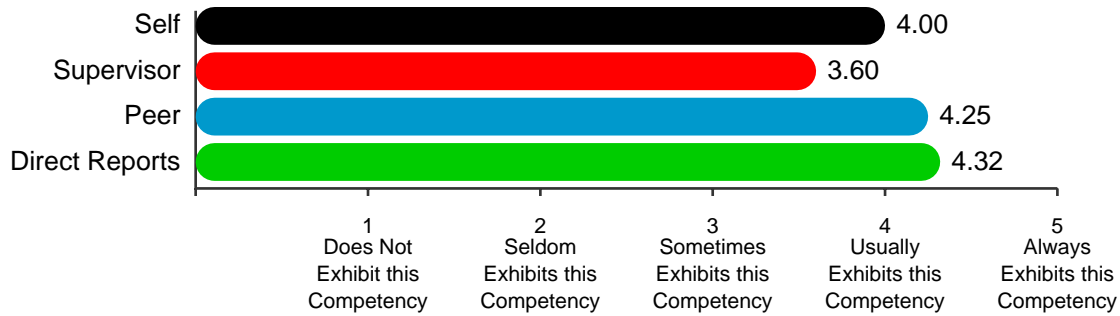
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Set high standards in their performance	15	4.07	80.0	20%		53%		27%
32. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	4.47	100.0			53%		47%
33. Completes work to given time frame and to budget	15	4.13	80.0	20%		47%		33%
34. Is determined to complete tasks regardless of obstacles that may occur.	15	4.13	86.7	13%		60%		27%
35. Works at a quick pace to complete a high volume of work.	15	4.00	80.0	20%		60%		20%

Comments:

- He is very effective.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- Good Team Player! Good decision making skills. A hard worker.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- _____ 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.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.

Client Focus

Summary Scores



36. Documents client interactions.



37. Fulfills commitments made to clients.



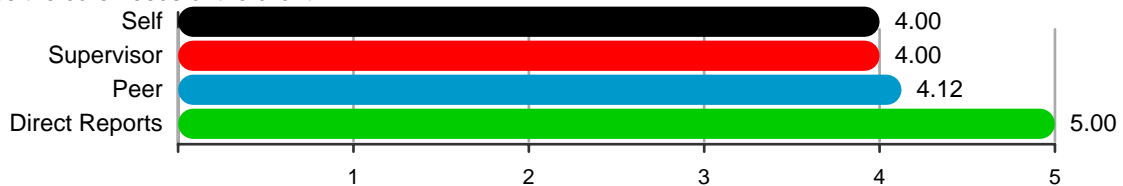
38. Exceeds expectations of the clients.



39. Views client satisfaction as an everyday priority.



40. Identifies the core needs of the client.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

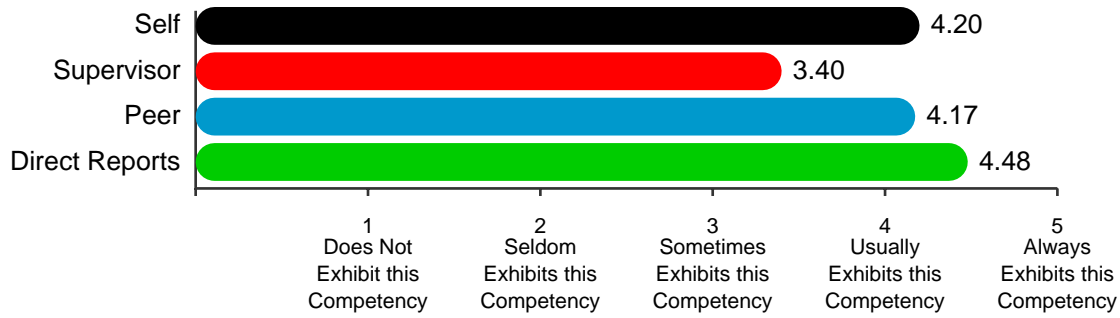
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Documents client interactions.	15	4.33	100.0			67%		33%
37. Fulfills commitments made to clients.	15	3.93	80.0	13%	7%		53%	27%
38. Exceeds expectations of the clients.	15	4.27	86.7		13%		47%	40%
39. Views client satisfaction as an everyday priority.	15	4.13	86.7		13%		60%	27%
40. Identifies the core needs of the client.	15	4.40	93.3		7%		47%	47%

Comments:

- _____ is very sharp and plays a vital role in this organization
- _____ takes pride in his department. His follow through is excellent. _____ leads by example.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- Demonstrates a focus on the business goals through task prioritization.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- _____ is excellent at providing positive feedback in the moment while in meetings.

Business Acumen

Summary Scores



41. Creates strategic plans that conform with regulations and industry guidelines.



42. Understands our competitors and their strengths and weaknesses.



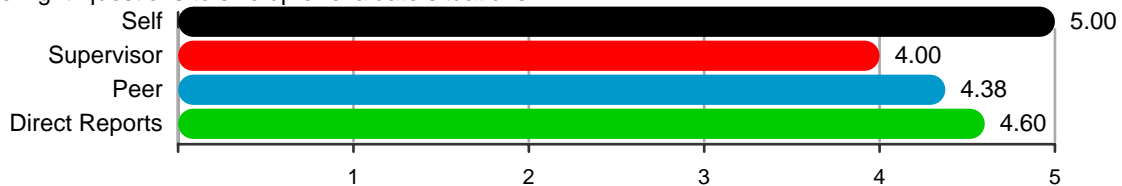
43. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



44. Understands consumer behaviors and how they may change in the future.



45. Asks the 'right' questions to size up or evaluate situations.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

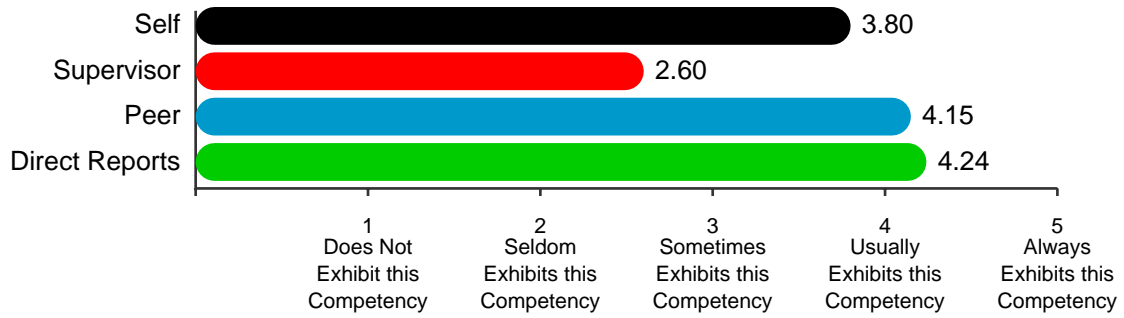
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Creates strategic plans that conform with regulations and industry guidelines.	15	4.33	93.3	7%	53%		40%	
42. Understands our competitors and their strengths and weaknesses.	15	4.20	80.0	20%	40%		40%	
43. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.13	86.7	13%	60%		27%	
44. Understands consumer behaviors and how they may change in the future.	15	4.00	86.7	13%	73%		13%	
45. Asks the 'right' questions to size up or evaluate situations.	15	4.47	93.3	7%	40%		53%	

Comments:

- In one word I can summarize _____ in leadership skill. WOW!
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- _____ is a wonderful person to work for.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- Manager is always interested in our views, and continually works at implementing our suggestions.

Vision

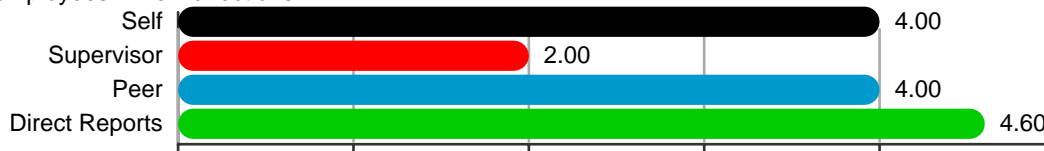
Summary Scores



46. Behaves in a way that is consistent with business values & code of conduct



47. Leads employees in new directions.



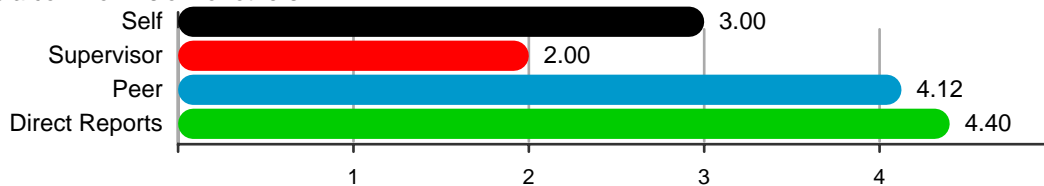
48. Develops action plans to align his/her work with the goals of the organization



49. Demonstrates consistency between words and actions



50. Creates a common vision for 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Behaves in a way that is consistent with business values & code of conduct	15	3.87	80.0	7%	13%	67%	13%	
47. Leads employees in new directions.	15	4.07	86.7	13%	53%	33%		
48. Develops action plans to align his/her work with the goals of the organization	15	4.13	86.7	13%	60%	27%		
49. Demonstrates consistency between words and actions	15	4.20	86.7	7%	7%	47%	40%	
50. Creates a common vision for others.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ does not shy away from making the tough calls and is respected by many members of our team.
- _____ takes people where they want to go and pushes them to be their own success.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- 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.

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?

- _____ addresses questions/concerns quickly and listens to staffs' needs.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.

What do you like best about working with this individual?

- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- He is very knowledgeable and is always willing to lend a helping hand!
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- _____ is a great partner in Systems Implementation.
- Has one of the strongest work ethics I've ever encountered in a team member.

What do you like least about working with this individual?

- He takes the time to explain to staff the rationale of changes being made.
- Manager routinely demonstrates all of the above characteristics, as marked
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- Building relationships of trust to enhance safety is an important part of our approach.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).

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

- He is such a positive person and always willing to pitch in where help is needed.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- Resources are managed carefully with input sought and considered before applying those resources.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- _____ is a very good leader.

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

- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.

Any final comments?

- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- I have not had any issues with _____ since I have been working for him.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- We are lucky to have his here at [CompanyName].
- His communication techniques are clear and to the point which is very much appreciated.