



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.

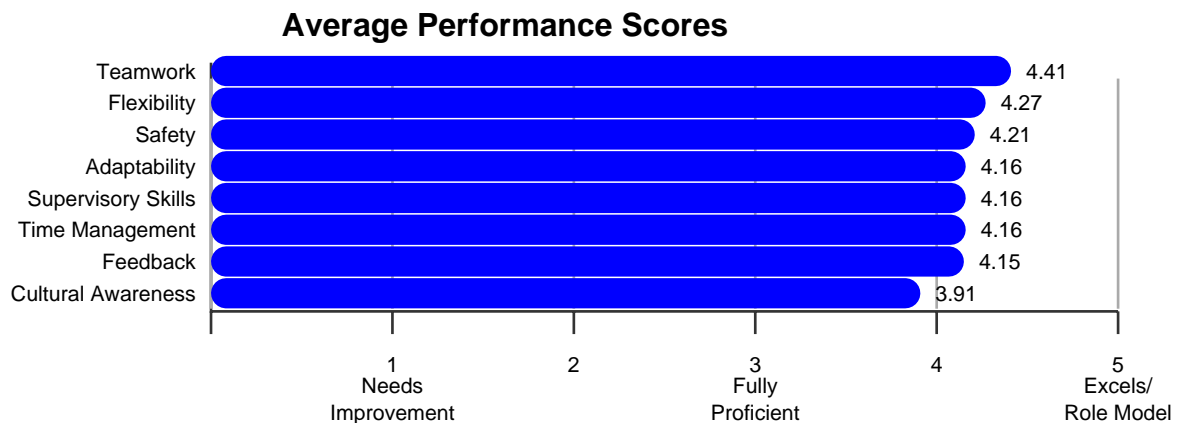
What to Do with Your Feedback

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

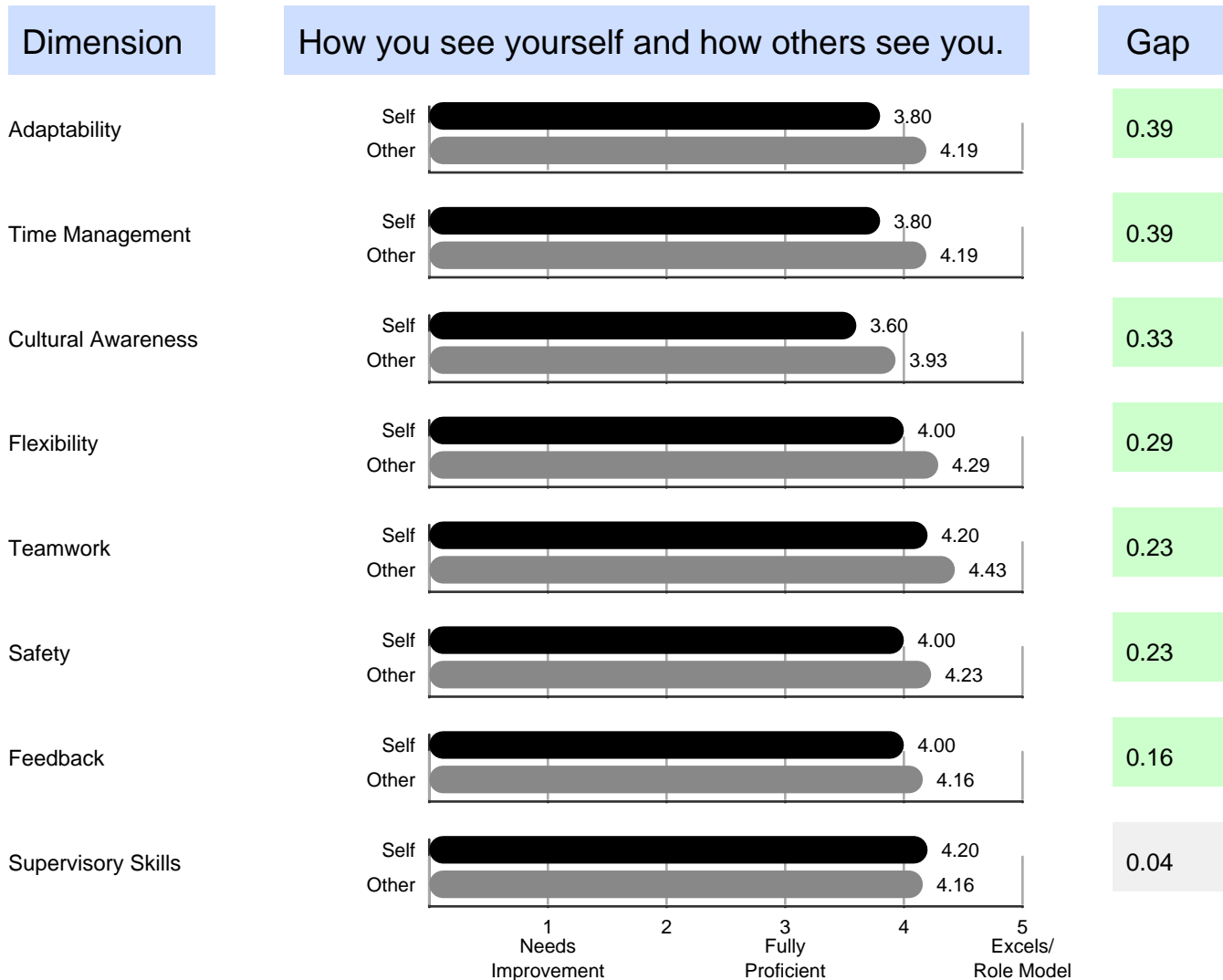
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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. Comes across as a reliable, committed team member



2. Encourages others to share ideas to develop team cohesion



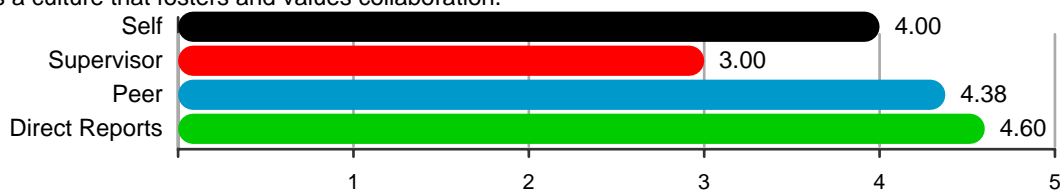
3. Encourages open communication



4. Builds consensus and shares relevant information.



5. Creates a culture that fosters and values collaboration.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Comes across as a reliable, committed team member	15	4.20	93.3	7%	67%	27%
2. Encourages others to share ideas to develop team cohesion	15	4.87	100.0	13%	87%	
3. Encourages open communication	15	4.27	93.3	7%	60%	33%
4. Builds consensus and shares relevant information.	15	4.40	86.7	13%	33%	53%
5. Creates a culture that fosters and values collaboration.	15	4.33	93.3	7%	53%	40%

Comments:

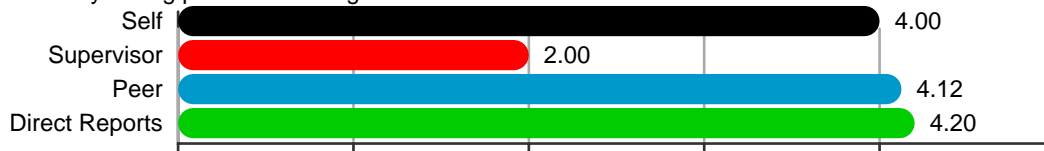
- ___ has been very helpful to me as a new manager this year.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- ___ is a great role model and leader. Others could learn from her style.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.

Flexibility

Summary Scores



6. Works effectively during periods of change.



7. Open to the perspectives/viewpoints of others.



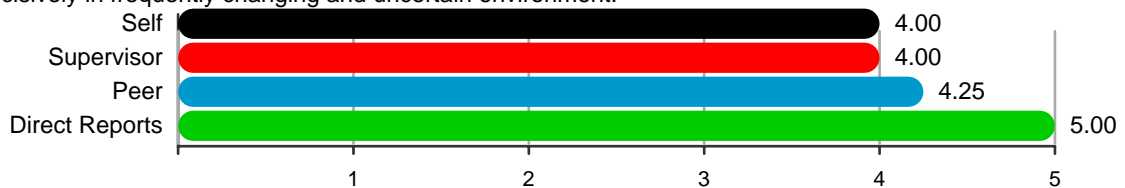
8. Adapts to new organizational structures, policies, or procedures.



9. Effective in incorporating new ideas.



10. Acts decisively in frequently changing and uncertain environment.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Works effectively during periods of change.	15	4.00	80.0	7%	13%	53%	27%
7. Open to the perspectives/viewpoints of others.	15	4.07	80.0		20%	53%	27%
8. Adapts to new organizational structures, policies, or procedures.	15	4.33	93.3	7%		47%	47%
9. Effective in incorporating new ideas.	15	4.47	93.3	7%		40%	53%
10. Acts decisively in frequently changing and uncertain environment.	15	4.47	93.3	7%		40%	53%

Comments:

- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- She could help teammates by becoming more proficient in some areas.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.

Adaptability

Summary Scores



11. Adapts to diversity within the team.



12. Recognizes and implements changes to enhance efficiency and effectiveness.



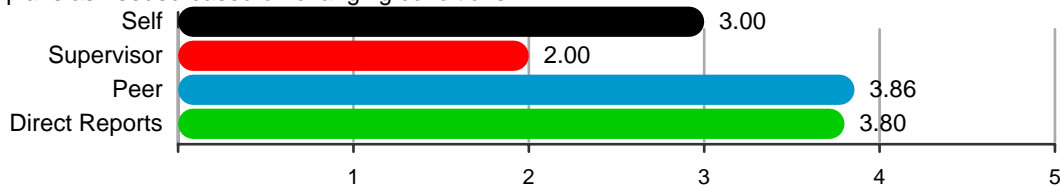
13. Is aware of changes to the policies and procedures.



14. Able to step in and help co-workers when needed.



15. Adjusts plans as needed based on changing conditions.



Level of Skill

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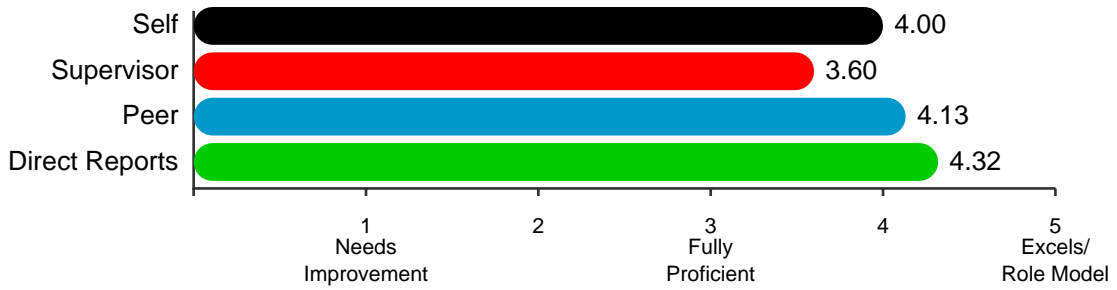
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Adapts to diversity within the team.	15	4.60	100.0	40%	60%	
12. Recognizes and implements changes to enhance efficiency and effectiveness.	15	4.27	100.0	73%	27%	
13. Is aware of changes to the policies and procedures.	15	4.33	100.0	67%	33%	
14. Able to step in and help co-workers when needed.	15	3.93	73.3	27%	53%	20%
15. Adjusts plans as needed based on changing conditions.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- ___ analyzes all situations before making a decision.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- ___ has improved with her follow-up assignments from meetings.

Feedback

Summary Scores



16. Shares past experiences with others as learning opportunities.



17. Is visible and approachable.



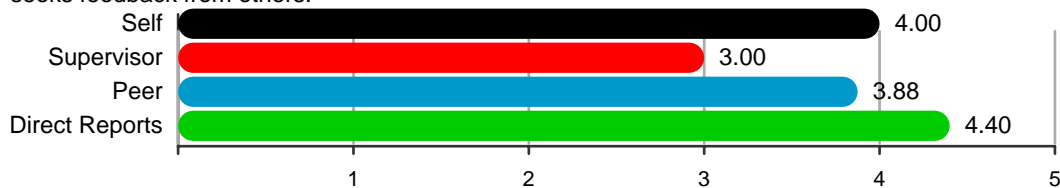
18. Considers other's opinion and suggestions.



19. Looks to others for input.



20. Actively seeks feedback from others.



Level of Skill

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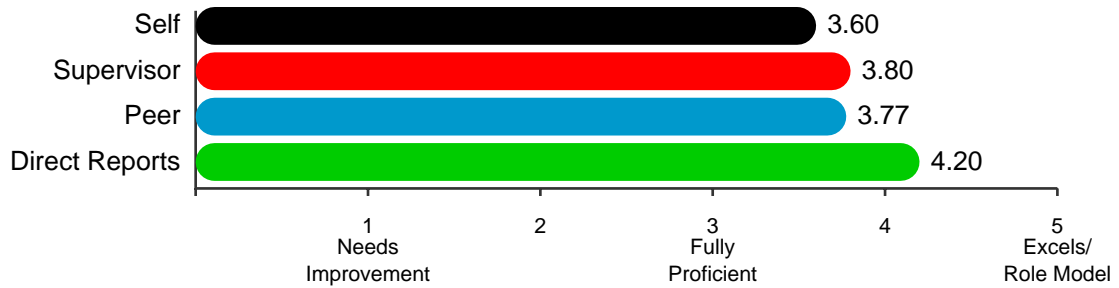
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Shares past experiences with others as learning opportunities.	15	4.33	86.7	13%	40%	47%	
17. Is visible and approachable.	15	4.27	93.3	7%	60%	33%	
18. Considers other's opinion and suggestions.	14	4.00	92.9	7%	86%	7%	
19. Looks to others for input.	14	4.14	85.7	7%	7%	50%	36%
20. Actively seeks feedback from others.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- I enjoy working with ___ and look forward to future opportunities for collaboration.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- Collaboration and dissemination of information and projects is something ___ does well.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.

Cultural Awareness

Summary Scores



21. Respects the views offered by individuals with different cultural backgrounds.



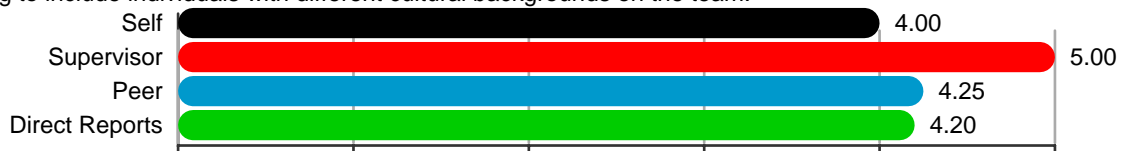
22. Respects others regardless of age, race, gender, nationality, or disability.



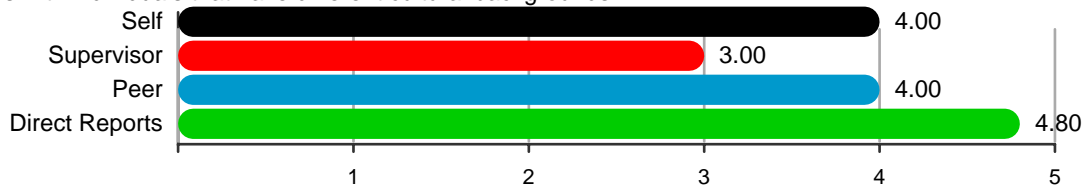
23. Develops skills and attitudes to bridge cultural differences.



24. Is willing to include individuals with different cultural backgrounds on the team.



25. Engages with individuals that have different cultural backgrounds.



Level of Skill

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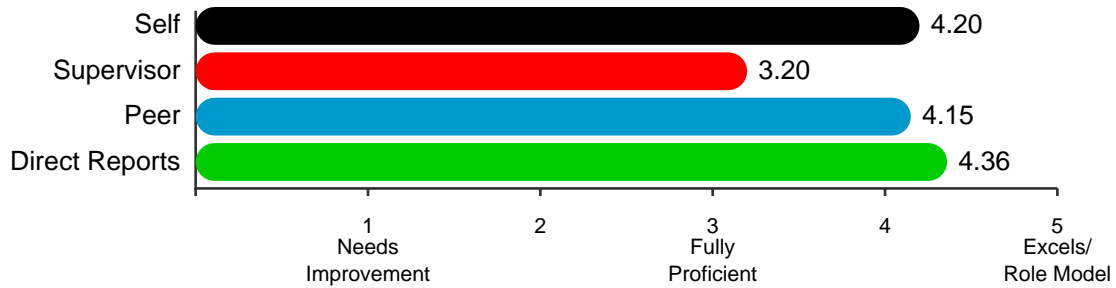
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Respects the views offered by individuals with different cultural backgrounds.	15	4.00	66.7	13%	20%	20%	47%
22. Respects others regardless of age, race, gender, nationality, or disability.	15	3.47	53.3	13%	33%	47%	7%
23. Develops skills and attitudes to bridge cultural differences.	15	3.60	66.7	13%	20%	60%	7%
24. Is willing to include individuals with different cultural backgrounds on the team.	15	4.27	86.7	7%	7%	40%	47%
25. Engages with individuals that have different cultural backgrounds.	15	4.20	80.0	7%	13%	33%	47%

Comments:

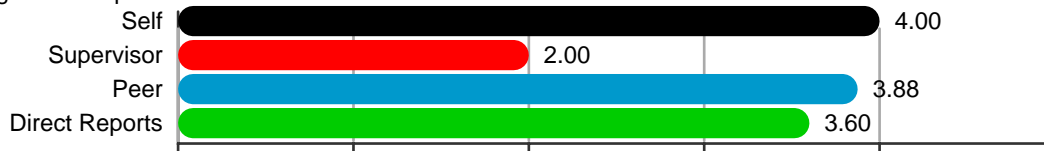
- ___ does a great job at demonstrating the value of her team to the organization.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- ___ is an excellent communicator and is very open and supportive to her staff.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

Supervisory Skills

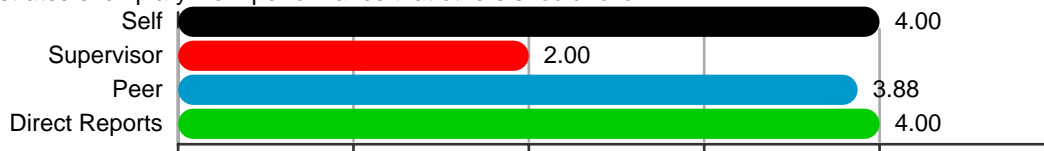
Summary Scores



26. Sets a good example for others to follow.



27. Demonstrates exemplary work performance that others should follow.



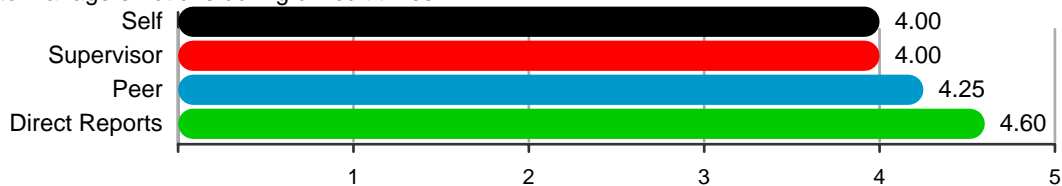
28. Listens to others.



29. Resolves disputes in a way that quickly reaches mutual agreement.



30. Is able to manage emotions during difficult times.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

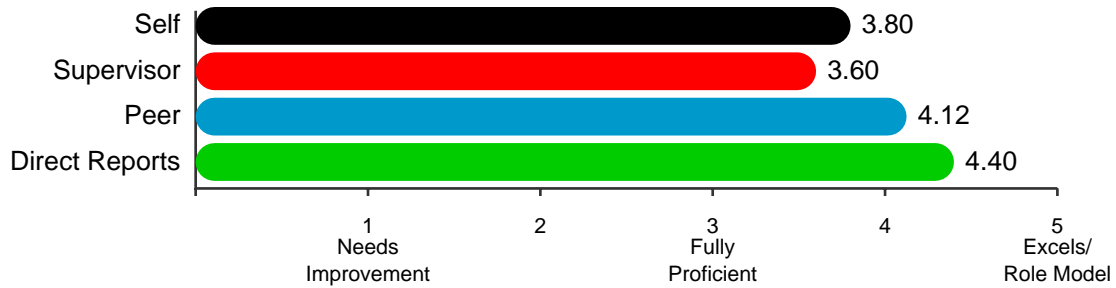
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Sets a good example for others to follow.	15	3.67	66.7	20%	13%	47%	20%
27. Demonstrates exemplary work performance that others should follow.	15	3.80	73.3	20%	7%	47%	27%
28. Listens to others.	15	4.33	86.7	13%		40%	47%
29. Resolves disputes in a way that quickly reaches mutual agreement.	15	4.67	100.0			33%	67%
30. Is able to manage emotions during difficult times.	15	4.33	100.0			67%	33%

Comments:

- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- Need to continue to engage staff in team development and role clarification.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.

Time Management

Summary Scores



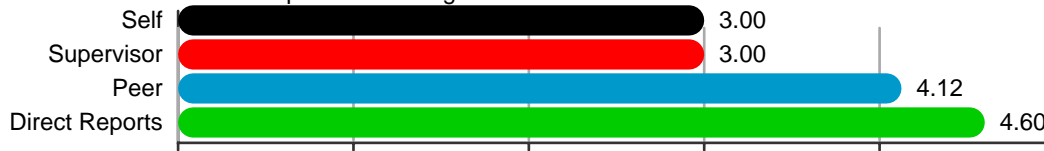
31. Prioritizes new tasks according to their relative importance.



32. Makes time for developing plans and schedules.



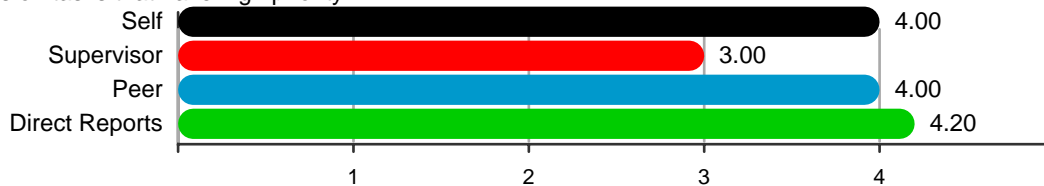
33. Leaves time in the schedule for unplanned contingencies.



34. Completes tasks ahead of schedule.



35. Focuses on tasks that have high priority.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

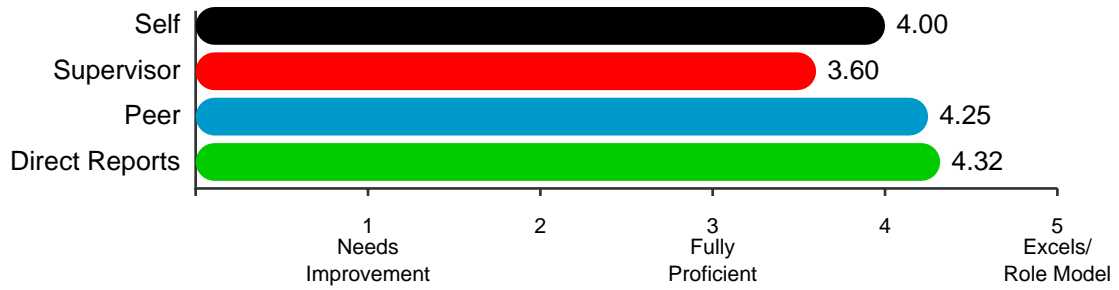
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Prioritizes new tasks according to their relative importance.	15	4.07	80.0	20%	53%	27%
32. Makes time for developing plans and schedules.	15	4.47	100.0		53%	47%
33. Leaves time in the schedule for unplanned contingencies.	15	4.13	80.0	20%	47%	33%
34. Completes tasks ahead of schedule.	15	4.13	86.7	13%	60%	27%
35. Focuses on tasks that have high priority.	15	4.00	80.0	20%	60%	20%

Comments:

- In one word I can summarize ___ in leadership skill. WOW!
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her 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.
- Building relationships of trust to enhance safety is an important part of our approach.
- Sometimes her decisions aren't thought through from a financial perspective.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.

Safety

Summary Scores



36. Ensures compliance with safety regulations.



37. Develops a culture of safety.



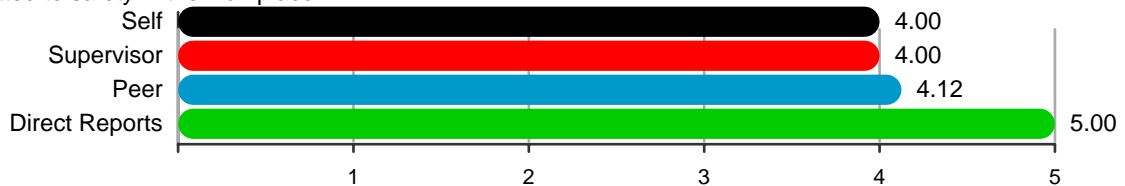
38. Encourages others to work safely.



39. Commits adequate resources toward safety measures.



40. Committed to safety in the workplace.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Ensures compliance with safety regulations.	15	4.33	100.0			67%		33%
37. Develops a culture of safety.	15	3.93	80.0	13%	7%	53%		27%
38. Encourages others to work safely.	15	4.27	86.7	13%		47%		40%
39. Commits adequate resources toward safety measures.	15	4.13	86.7	13%		60%		27%
40. Committed to safety in the workplace.	15	4.40	93.3	7%		47%		47%

Comments:

- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- She strives for self improvement and is heavily invested in the same for others.
- ___ is a good leader because she gives examples through her own behavior.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss

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?

- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- I appreciate the straight forward style of leadership ___ uses.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- She makes me feel like an important and valued team member.

What do you like best about working with this individual?

- She has consistently been a strong advocate for me and my team.
- She could benefit from understanding about how to create resolution and clarity.
- Need to continue to take action when needed, although have improved. . .
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- ___ makes great hiring choices. she is clear on what needs to be done.
- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.

What do you like least about working with this individual?

- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.

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

- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.

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

- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- She could help teammates by becoming more proficient in some areas.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- She has been a great addition to the company.
- Is a fantastic source of feedback and growth development.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.

Any final comments?

- She is becoming more comfortable to deliver critical feedback.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- Shows curiosity.
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- I think she is the kind of manager our department has needed and will continue to need.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.