



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.

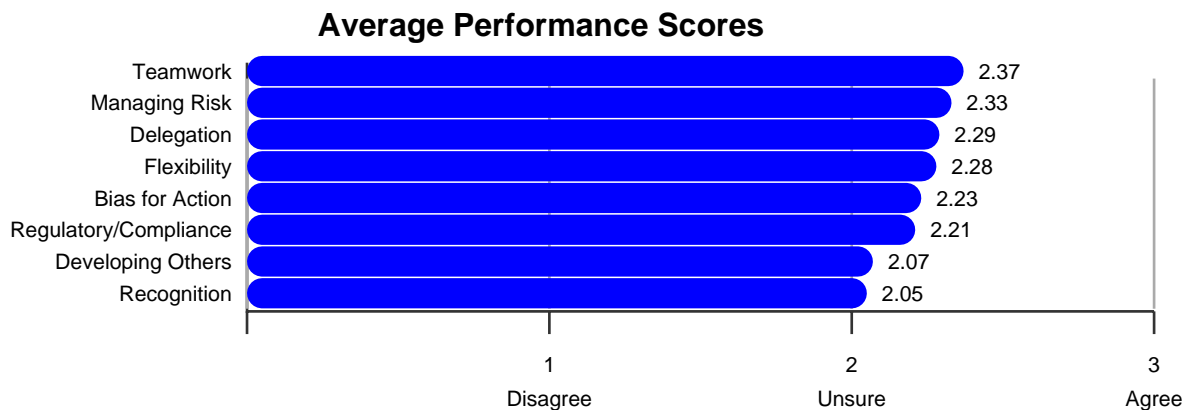
## What to Do with Your Feedback

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

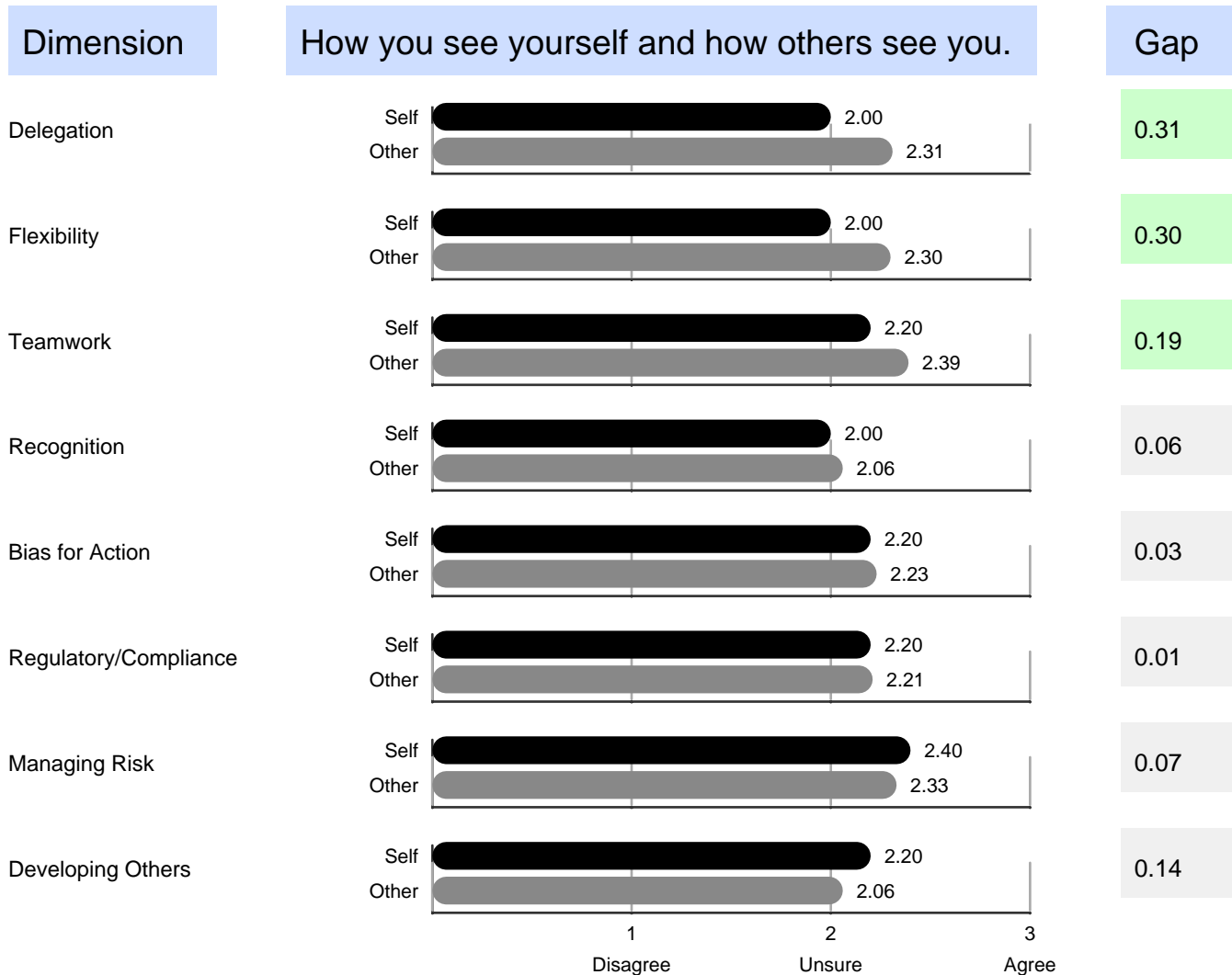
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



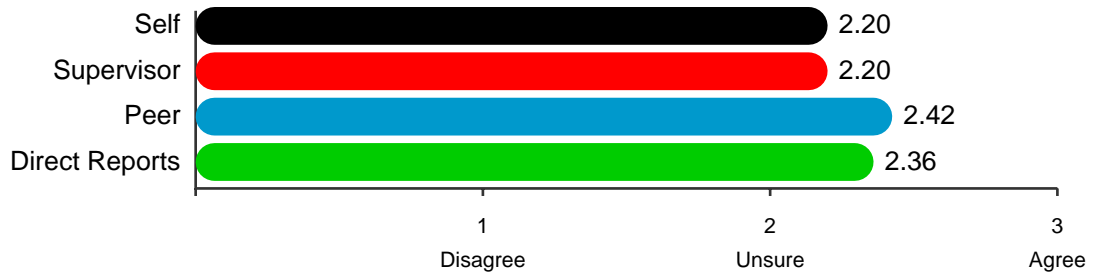
## Gap Analysis

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. Identifies and resolves conflicts within the team to increase team effectiveness



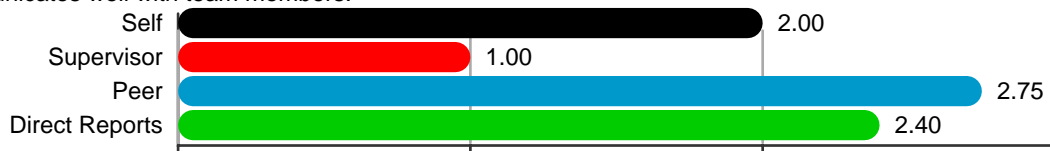
### 2. Willingly share their technical expertise



### 3. Works cooperatively with others to solve problems.



### 4. Communicates well with team members.



### 5. Applies knowledge of team behavior to help achieve organizational goals and objectives.



## 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).

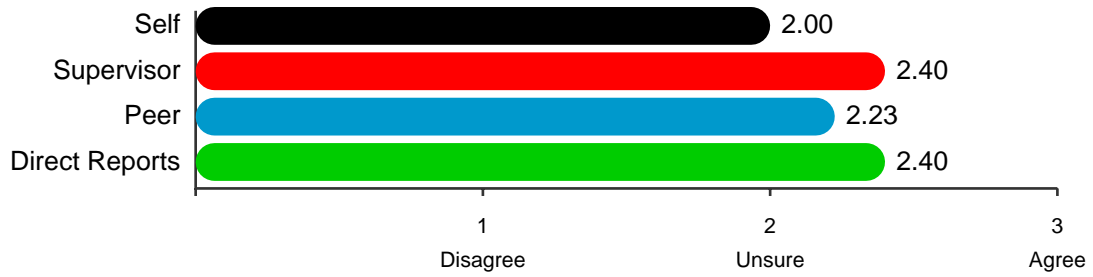
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Identifies and resolves conflicts within the team to increase team effectiveness	15	2.27	33.3	7%	60%	33%
2. Willingly share their technical expertise	15	2.53	73.3	20%	7%	73%
3. Works cooperatively with others to solve problems.	15	2.33	40.0	7%	53%	40%
4. Communicates well with team members.	15	2.47	53.3	7%	40%	53%
5. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	2.27	40.0	13%	47%	40%

### Comments:

- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- \_\_\_ has my back and breaks down the barriers when I let her know that need her support.
- Before \_\_\_ came into the position it seemed that the department was a dump.
- \_\_\_ has been a strong leader at [CompanyName] for many years, and she will be missed.
- She is willing to fill in with daily workload when we are short staffed.
- \_\_\_ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.

# Flexibility

## Summary Scores



6. Acts decisively in frequently changing and uncertain environment.



7. Is open to alternative ways to accomplish goals



8. Adapts to circumstances as needed.



9. Effective in incorporating new ideas.



10. Implements changes as a result of having listened to employees



## Level of Skill

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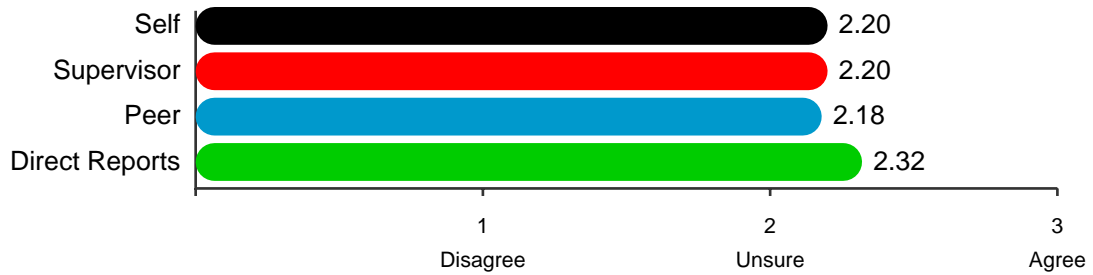
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Acts decisively in frequently changing and uncertain environment.	15	2.13	33.3	20%	47%	33%
7. Is open to alternative ways to accomplish goals	15	2.07	26.7	20%	53%	27%
8. Adapts to circumstances as needed.	15	2.33	40.0	7%	53%	40%
9. Effective in incorporating new ideas.	15	2.40	53.3	13%	33%	53%
10. Implements changes as a result of having listened to employees	15	2.47	60.0	13%	27%	60%

### Comments:

- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- \_\_\_ teams with others to improve communication and process.
- Has a "go getter" attitude!
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- \_\_\_ has great communication skills and is a dependable member of the team.
- She is also quick to tap into her past experiences in attempting to find the best solution.

# Bias for Action

## Summary Scores



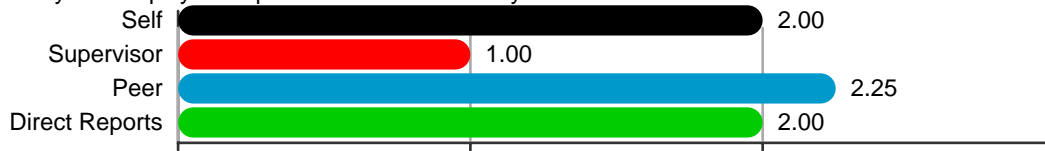
### 11. Motivates others to achieve or exceed goals



### 12. Completes a large volume of work.



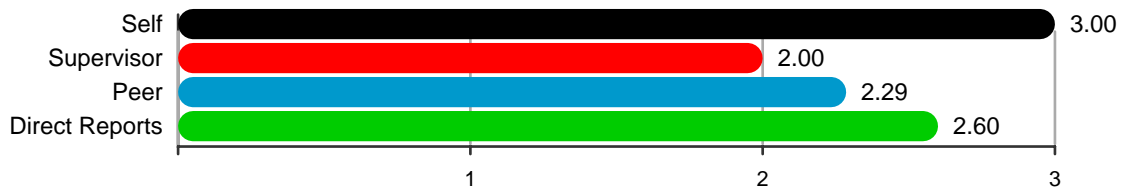
### 13. Identifies ways to simplify work processes and reduce cycle times



### 14. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



### 15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging 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 (Disagree) to green (Agree).

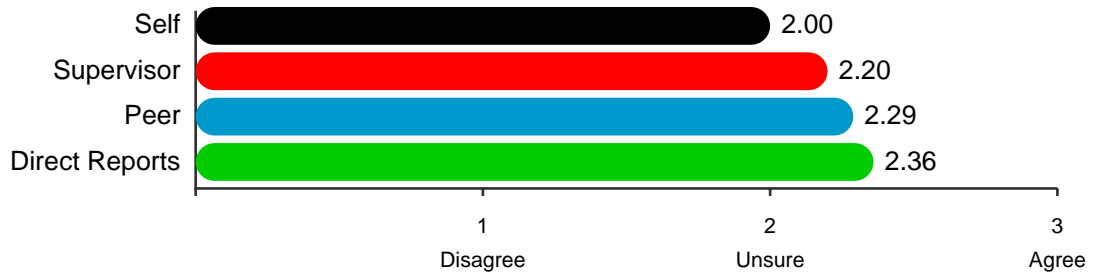
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Motivates others to achieve or exceed goals	15	2.33	40.0	7%	53%	40%
12. Completes a large volume of work.	15	2.07	20.0	13%	67%	20%
13. Identifies ways to simplify work processes and reduce cycle times	15	2.07	26.7	20%	53%	27%
14. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.27	40.0	13%	47%	40%
15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	14	2.43	50.0	7%	43%	50%

### Comments:

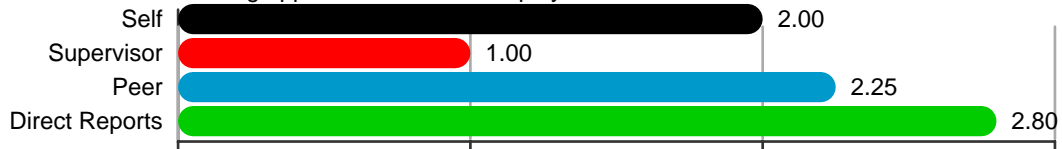
- \_\_\_ excels at keeping in touch with all aspects of their job, and our jobs.
- I think she is doing really good work and I found that to be one area I could list that might help.
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- \_\_\_ takes people where they want to go and pushes them to be their own success.
- \_\_\_ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- \_\_\_ is smart, detailed and committed. I appreciate having her on our team.

# Delegation

## Summary Scores



16. Assigns tasks to create learning opportunities for the employees.



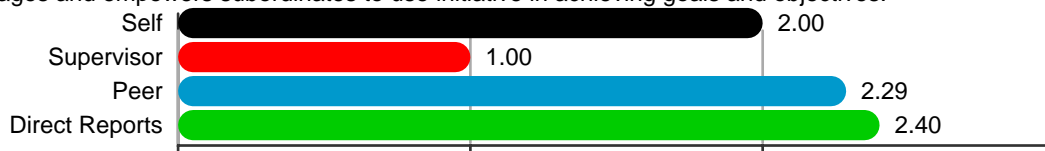
17. Tells subordinates what to do, not how to do it.



18. Defines goals and objectives for subordinates.



19. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



20. Defines the roles, responsibilities, required actions, and deadlines for team members.



## Level of Skill

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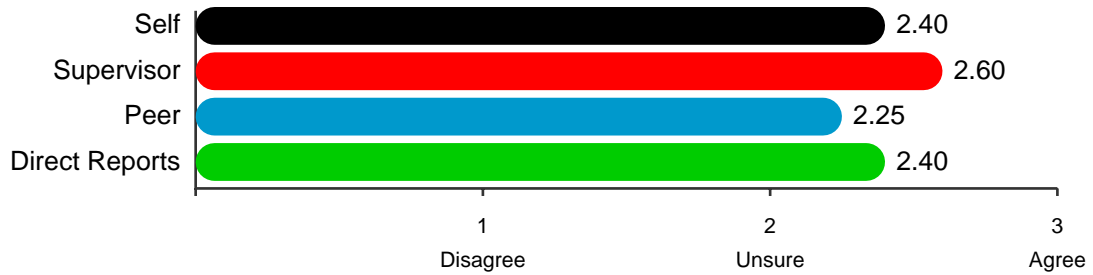
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Assigns tasks to create learning opportunities for the employees.	15	2.33	46.7	13%	40%	47%
17. Tells subordinates what to do, not how to do it.	15	2.33	40.0	7%	53%	40%
18. Defines goals and objectives for subordinates.	14	2.00	14.3	14%	71%	14%
19. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	14	2.21	42.9	21%	36%	43%
20. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- I think \_\_\_ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- I feel that we would not be such a great place if it wasn't for \_\_\_. \_\_\_ is the best!!!!!!
- She make sure the team effort not only succeed on paper.
- Increase in confidence. Being willing to lean into the uncomfortable.

# Managing Risk

## Summary Scores



21. Evaluates risks against acceptable risk levels.



22. Performs regular risk analyses to minimize adverse outcomes.



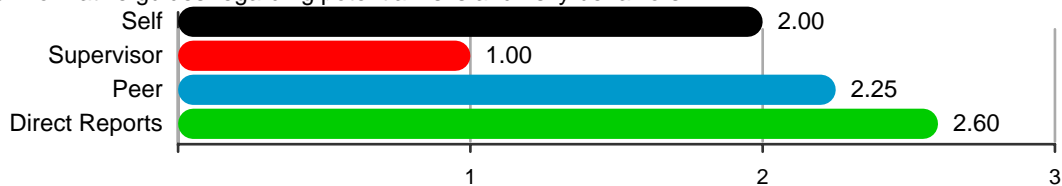
23. Seeks to maintain the long-term viability of the Company.



24. Develops policies to address risk situations in the workplace.



25. Creates informative guides regarding potential risks and risky behaviors.



## Level of Skill

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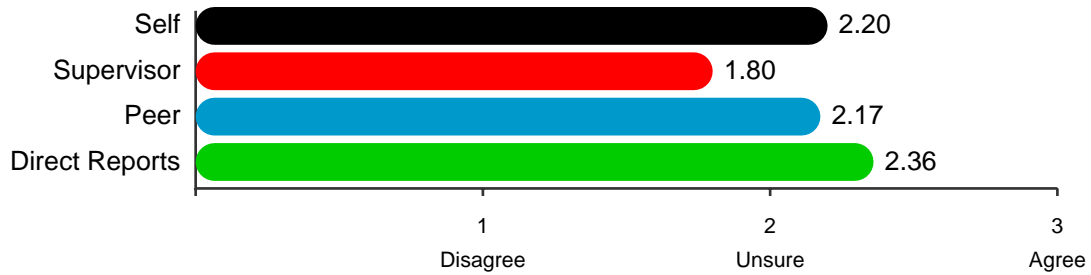
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Evaluates risks against acceptable risk levels.	15	2.60	66.7	7%	27%	67%
22. Performs regular risk analyses to minimize adverse outcomes.	15	2.33	40.0	7%	53%	40%
23. Seeks to maintain the long-term viability of the Company.	15	2.07	20.0	13%	67%	20%
24. Develops policies to address risk situations in the workplace.	15	2.40	53.3	13%	33%	53%
25. Creates informative guides regarding potential risks and risky behaviors.	15	2.27	53.3	27%	20%	53%

### Comments:

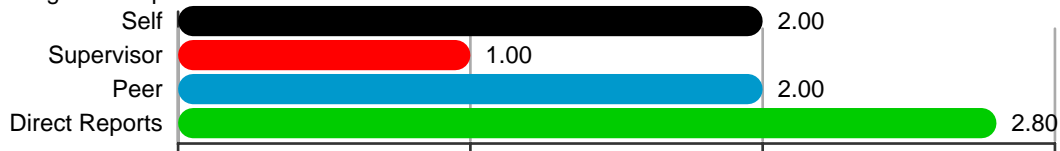
- This year \_\_\_ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- You can count on \_\_\_ to give you the most honest feedback even if it is information you may not want to hear.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- Strive for excellence. Willing to learn. Implement advice from others.

# Regulatory/Compliance

## Summary Scores



26. Performs regular compliance audits.



27. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.



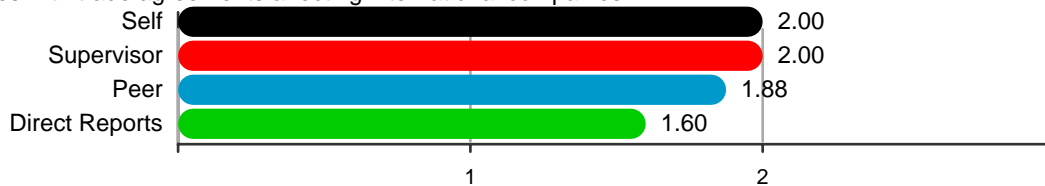
28. Ensures the company meets legal requirements/standards regarding employees.



29. Provides documents and reports as needed to maintain compliance with laws.



30. Complies with trade agreements affecting international companies.



## 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).

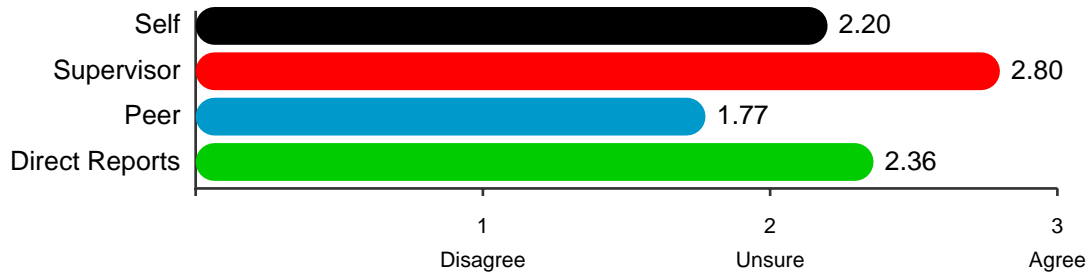
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Performs regular compliance audits.	15	2.20	33.3	13%	53%	33%
27. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	2.00	26.7	27%	47%	27%
28. Ensures the company meets legal requirements/standards regarding employees.	15	2.47	53.3	7%	40%	53%
29. Provides documents and reports as needed to maintain compliance with laws.	15	2.60	60.0		40%	60%
30. Complies with trade agreements affecting international companies.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- she understands where our opportunities for savings in the employee benefits plan may be.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- She is a fantastic resource.
- \_\_\_ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- Great addition to the department!

# Developing Others

## Summary Scores



31. Develops employees by offering and encouraging them to take on new or additional responsibilities.



32. Recognizes and celebrates accomplishments of others.



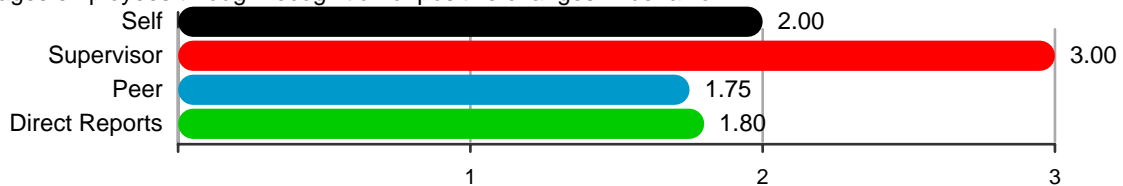
33. Is open to receiving feedback.



34. Creates a work environment that fosters positive feedback to employees.



35. Encourages employees through recognition of positive changes in behavior.





## 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).

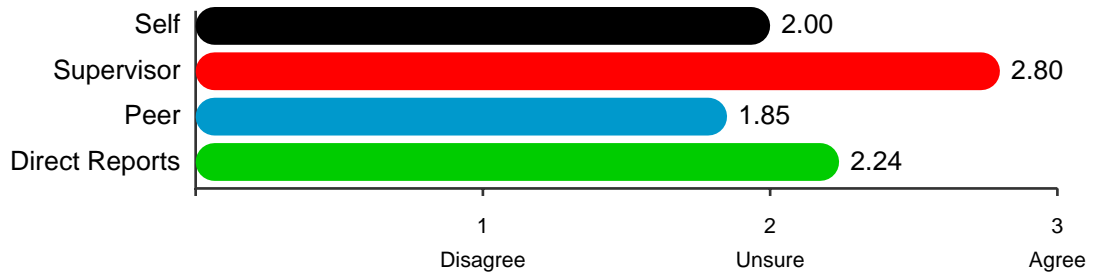
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	2.13	33.3	20%	47%	33%
32. Recognizes and celebrates accomplishments of others.	15	2.13	33.3	20%	47%	33%
33. Is open to receiving feedback.	15	2.07	33.3	27%	40%	33%
34. Creates a work environment that fosters positive feedback to employees.	15	2.13	26.7	13%	60%	27%
35. Encourages employees through recognition of positive changes in behavior.	15	1.87	20.0	33%	47%	20%

### Comments:

- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- \_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- \_\_\_ 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 also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.

# Recognition

## Summary Scores



### 36. Is sincerely interested in the suggestions of co-workers



### 37. Recognizes the abilities and skills of self and others



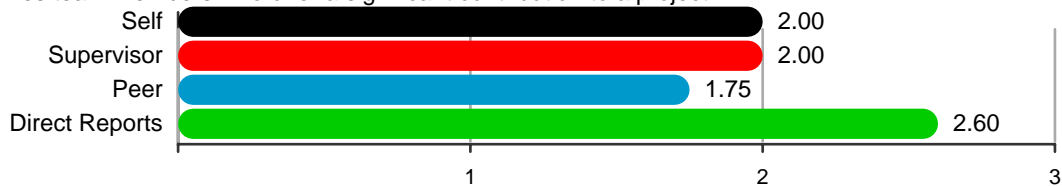
### 38. Recognizes individuals for a specific outstanding achievement.



### 39. Readily shares credit and gives others opportunity for visibility.



### 40. Recognizes team members who offer a significant contribution to a project.



## 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. Is sincerely interested in the suggestions of co-workers	15	1.87	20.0	33%	47%	20%
37. Recognizes the abilities and skills of self and others	15	1.93	13.3	20%	67%	13%
38. Recognizes individuals for a specific outstanding achievement.	15	2.07	33.3	27%	40%	33%
39. Readily shares credit and gives others opportunity for visibility.	15	2.33	33.3		67%	33%
40. Recognizes team members who offer a significant contribution to a project.	15	2.07	33.3	27%	40%	33%

### Comments:

- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- She has been a great addition to the company.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- Has good intentions, but follow through needs more work.
- \_\_\_ is a great asset to the team. We are grateful to have her.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches 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?

- \_\_\_ 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.
- Personality. Great Mentor and Leader. Talented.
- \_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- \_\_\_ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- Even though she is part-time, I don't like the minimal face-to-face exposure.

### What do you like best about working with this individual?

- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- \_\_\_ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- \_\_\_ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- I believe \_\_\_ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with \_\_\_ and I appreciate her style and understanding and support of the work that I do.
- \_\_\_ has been eager to learn her new position and is transitioning well.

### What do you like least about working with this individual?

- It is often difficult to contact \_\_\_ and email communication may take a long period for a reply.
- \_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. \_\_\_ is a great mentor and example to those she supervises.
- \_\_\_ is an outstanding manager.
- \_\_\_ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- Detail oriented
- \_\_\_ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.

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

- \_\_\_ is a very effective leader and a role model for other leaders.
- \_\_\_ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- \_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- I am still learning how to work with \_\_\_ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.

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

- She provides essential data in order to help explain decisions.
- \_\_\_ is a great leader and supports her staff.
- \_\_\_ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- \_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.
- \_\_\_'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 her new position.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.

### Any final comments?

- \_\_\_ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- \_\_\_ provides opportunities for her staff to grow professionally and encourages them.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. \_\_\_ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.