



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.

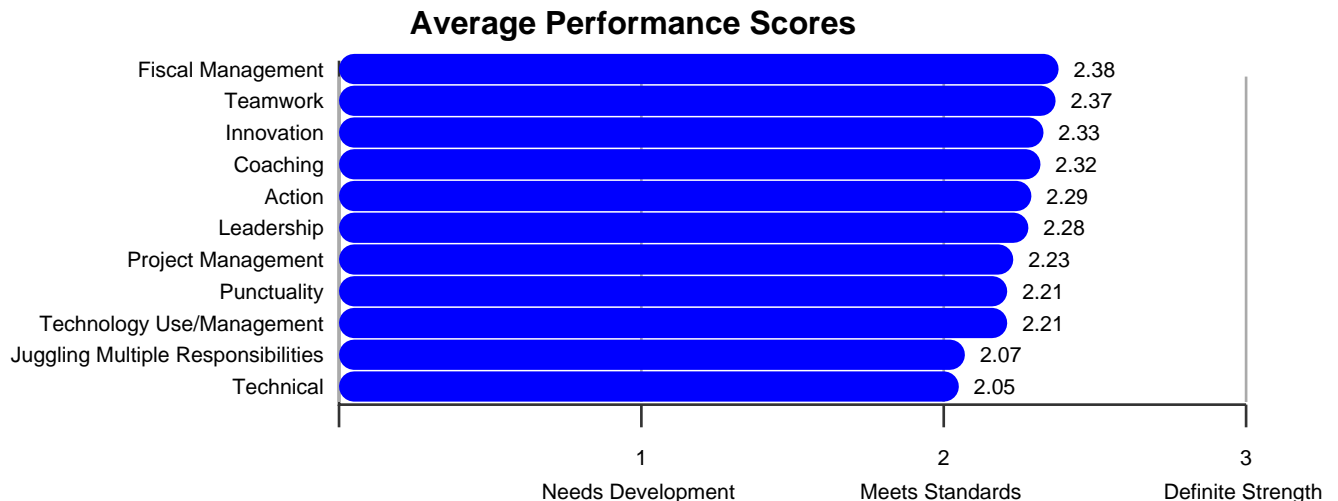
What to Do with Your Feedback

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

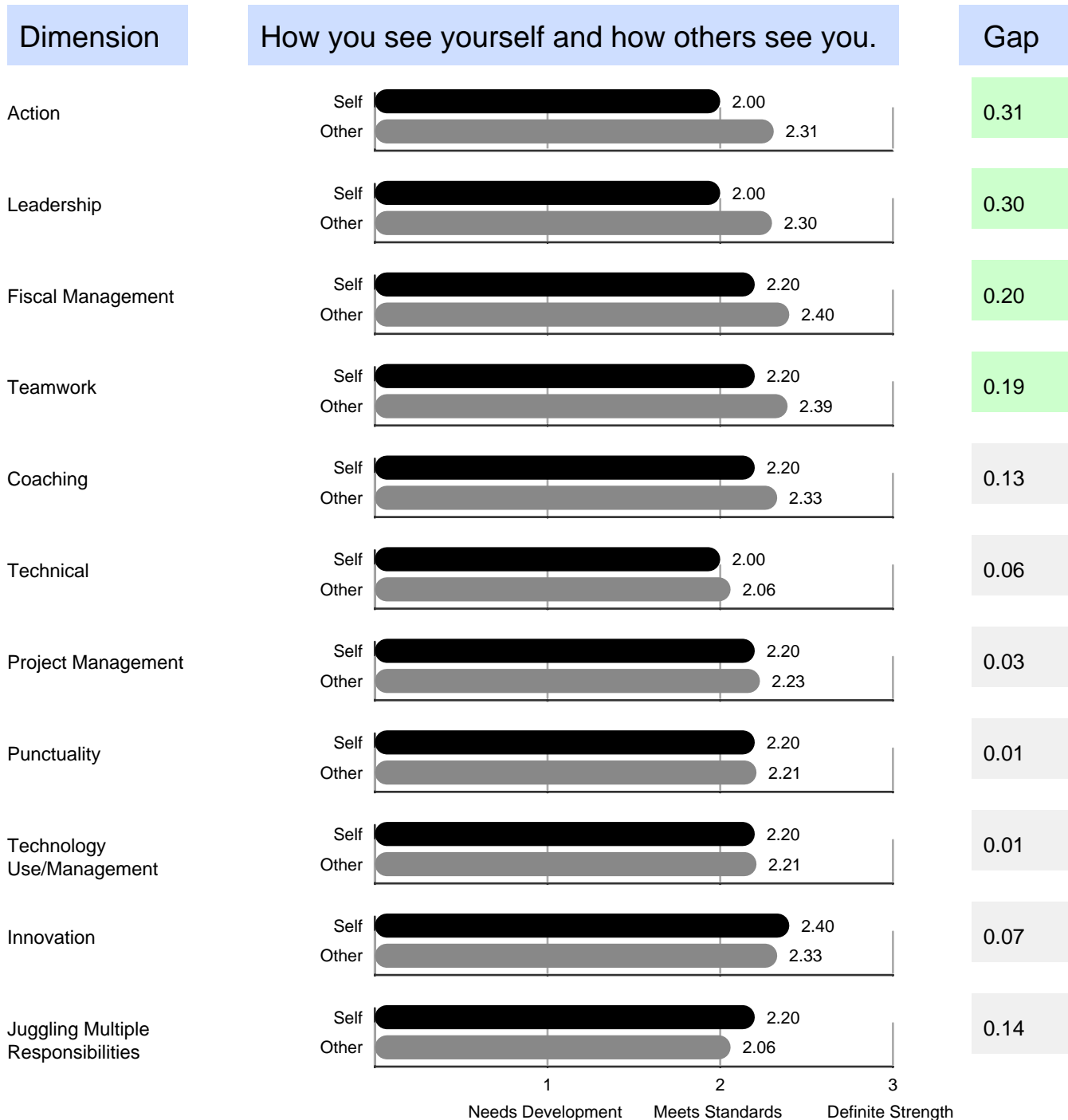
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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

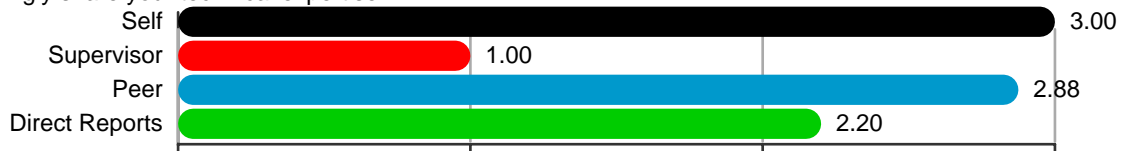
Summary Scores



1. You demonstrate compassion and respect for others through actions; is concerned about their work and non-work issues



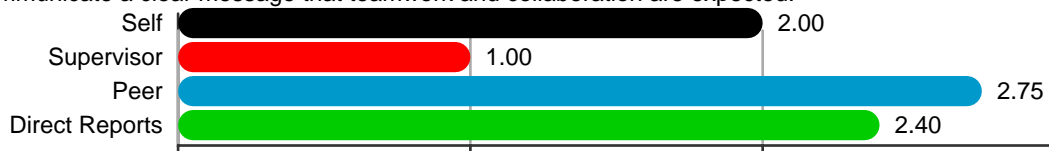
2. You willingly share your technical expertise



3. You come across as a reliable, committed team member



4. You communicate a clear message that teamwork and collaboration are expected.



5. You coach team members



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You demonstrate compassion and respect for others through actions; is concerned about their work and non-work issues	15	2.27	33.3	7%	60%	33%
2. You willingly share your technical expertise	15	2.53	73.3	20%	7%	73%
3. You come across as a reliable, committed team member	15	2.33	40.0	7%	53%	40%
4. You communicate a clear message that teamwork and collaboration are expected.	15	2.47	53.3	7%	40%	53%
5. You coach team members	15	2.27	40.0	13%	47%	40%

Comments:

- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- Employees were not encouraged to do anything besides come to work.
- ___ works very well with other departments.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- I value ___ for so much more than her negotiating skills which are outstanding.

Leadership

Summary Scores



6. You clearly explain performance expectations and goals to be reached at the beginning of a project, then let others decide how to achieve the goal.



7. You give inspiring presentations or discussions.



8. You hold others accountable for your actions.



9. You motivate and challenges employees to attain a shared vision.



10. You guide decision-making by coaching, counseling and rewarding.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You clearly explain performance expectations and goals to be reached at the beginning of a project, then let others decide how to achieve the goal.	15	2.13	33.3	20%	47%	33%
7. You give inspiring presentations or discussions.	15	2.07	26.7	20%	53%	27%
8. You hold others accountable for your actions.	15	2.33	40.0	7%	53%	40%
9. You motivate and challenges employees to attain a shared vision.	15	2.40	53.3	13%	33%	53%
10. You guide decision-making by coaching, counseling and rewarding.	15	2.47	60.0	13%	27%	60%

Comments:

- She can fall behind on projects without providing timely feedback.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- She challenges me every day to be my best and I appreciate that.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.

Project Management

Summary Scores



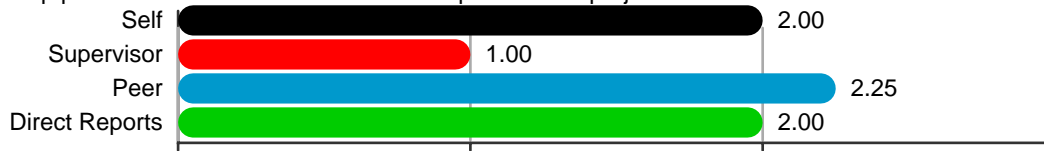
11. You work with customers and clients to assess their needs and define project parameters.



12. You define project outcomes based on customer requirements.



13. You develop performance measures for various aspects of the project.



14. You respond quickly and appropriately to unforeseen problems.



15. You are able to adjust project schedule as needed to accommodate unforeseen issues.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You work with customers and clients to assess their needs and define project parameters.	15	2.33	40.0	7%	53%	40%
12. You define project outcomes based on customer requirements.	15	2.07	20.0	13%	67%	20%
13. You develop performance measures for various aspects of the project.	15	2.07	26.7	20%	53%	27%
14. You respond quickly and appropriately to unforeseen problems.	15	2.27	40.0	13%	47%	40%
15. You are able to adjust project schedule as needed to accommodate unforeseen issues.	14	2.43	50.0	7%	43%	50%

Comments:

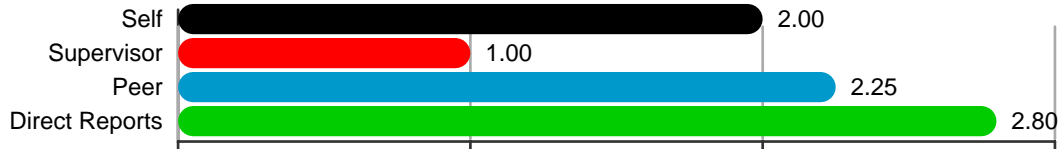
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

Action

Summary Scores



16. You make effective decisions



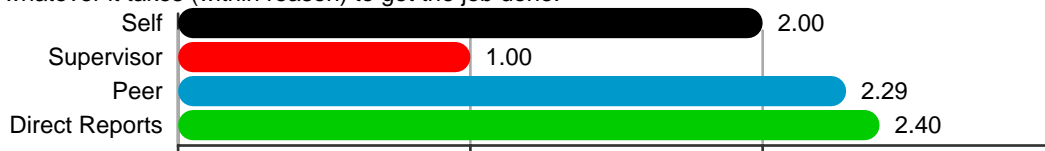
17. You are not afraid to take corrective action when necessary.



18. You drive and mobilizes others progress toward goals.



19. You do whatever it takes (within reason) to get the job done.



20. You make effective decisions, even when under pressure.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You make effective decisions	15	2.33	46.7	13%	40%	47%
17. You are not afraid to take corrective action when necessary.	15	2.33	40.0	7%	53%	40%
18. You drive and mobilizes others progress toward goals.	14	2.00	14.3	14%	71%	14%
19. You do whatever it takes (within reason) to get the job done.	14	2.21	42.9	21%	36%	43%
20. You make effective decisions, even when under pressure.	15	2.53	60.0	7%	33%	60%

Comments:

- Manager is always interested in our views, and continually works at implementing our suggestions.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- Is always available to assist with issues, all scopes business or personal.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.

Innovation

Summary Scores



21. You build upon the ideas and solutions of others.



22. You suggest new ideas at meetings.



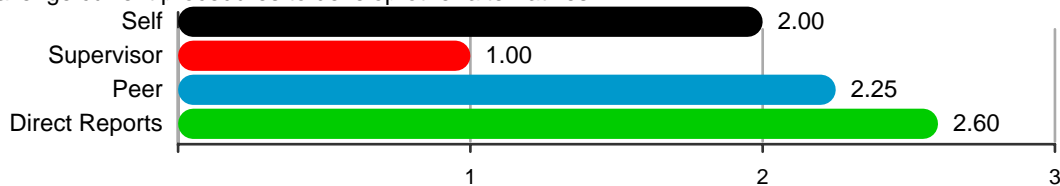
23. You implement best practices within the department.



24. You create improved methods or solutions for meeting goals and objectives.



25. You challenge current procedures to develop other alternatives.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You build upon the ideas and solutions of others.	15	2.60	66.7	7%	27%	67%
22. You suggest new ideas at meetings.	15	2.33	40.0	7%	53%	40%
23. You implement best practices within the department.	15	2.07	20.0	13%	67%	20%
24. You create improved methods or solutions for meeting goals and objectives.	15	2.40	53.3	13%	33%	53%
25. You challenge current procedures to develop other alternatives.	15	2.27	53.3	27%	20%	53%

Comments:

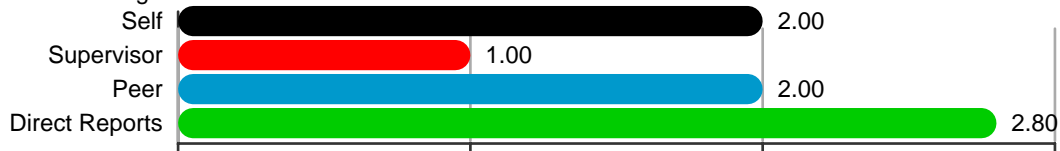
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- She quickly addresses any challenges that may arise.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.

Punctuality

Summary Scores



26. You arrive to meetings on time.



27. You conduct appointments at scheduled start time.



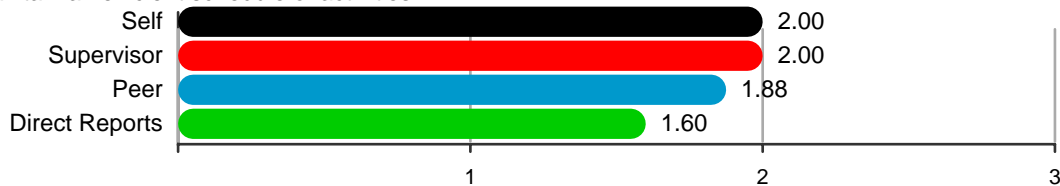
28. You start the workday when scheduled.



29. You avoid making personal phone calls during working hours.



30. You maintain an efficient schedule of activities.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You arrive to meetings on time.	15	2.20	33.3	13%	53%	33%
27. You conduct appointments at scheduled start time.	15	2.00	26.7	27%	47%	27%
28. You start the workday when scheduled.	15	2.47	53.3	7%	40%	53%
29. You avoid making personal phone calls during working hours.	15	2.60	60.0		40%	60%
30. You maintain an efficient schedule of activities.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- You can count on ___ to be honest and stay true to commitments.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She 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.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.

Juggling Multiple Responsibilities

Summary Scores



31. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.



32. You switch attention to more urgent tasks when necessary.



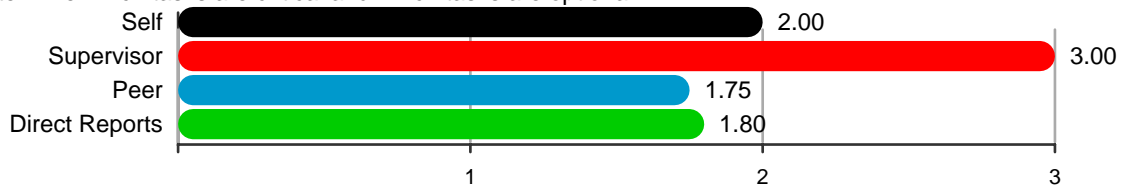
33. You can multitask while performing all of your other responsibilities and activities.



34. You complete multiple tasks simultaneously.



35. You determine which tasks are critical and which tasks are optional.



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 Development) to green (Definite Strength).

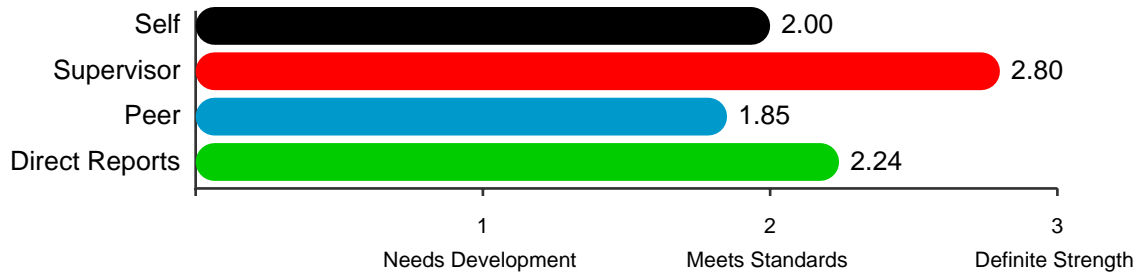
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	2.13	33.3	20%	47%	33%
32. You switch attention to more urgent tasks when necessary.	15	2.13	33.3	20%	47%	33%
33. You can multitask while performing all of your other responsibilities and activities.	15	2.07	33.3	27%	40%	33%
34. You complete multiple tasks simultaneously.	15	2.13	26.7	13%	60%	27%
35. You determine which tasks are critical and which tasks are optional.	15	1.87	20.0	33%	47%	20%

Comments:

- Manager is always interested in our views, and continually works at implementing our suggestions.
- ___ is a valuable resource to the organization and the team.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- She has a very engaging style which generates trust and respect.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- 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.

Technical

Summary Scores



36. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



37. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



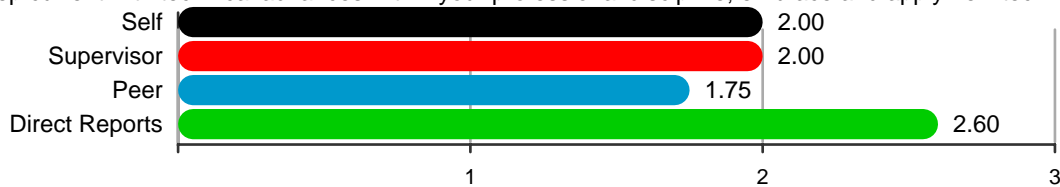
38. You willingly share your technical expertise; sought out as resource by others



39. You seek information from others as needed.



40. You keep current with technical advances within your professional discipline; embrace and apply new techniques and practices



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	1.87	20.0	33%	47%	20%
37. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	1.93	13.3	20%	67%	13%
38. You willingly share your technical expertise; sought out as resource by others	15	2.07	33.3	27%	40%	33%
39. You seek information from others as needed.	15	2.33	33.3		67%	33%
40. You keep current with technical advances within your professional discipline; embrace and apply new techniques and practices	15	2.07	33.3	27%	40%	33%

Comments:

- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- ___ always makes decisions based on what is best for the department or organization.
- She make sure the team effort not only succeed on paper.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- ___ has made good judgements in hiring top notch employees.

Technology Use/Management

Summary Scores



41. You support technical training and development of employees.



42. You use technology in decision making and problem solving.



43. You maximize the use of new technology to deliver products and services.



44. You apply complex rules and regulations to maintain optimal system performance.



45. You are proficient in the use of technical systems and processes.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You support technical training and development of employees.	15	2.00	26.7	27%	47%	27%
42. You use technology in decision making and problem solving.	15	2.13	33.3	20%	47%	33%
43. You maximize the use of new technology to deliver products and services.	15	2.20	40.0	20%	40%	40%
44. You apply complex rules and regulations to maintain optimal system performance.	15	2.20	26.7	7%	67%	27%
45. You are proficient in the use of technical systems and processes.	15	2.53	60.0	7%	33%	60%

Comments:

- She makes me feel like an important and valued team member.
- 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.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- She has been a great addition to the company.
- She provided coaching and support to improve this individual's performance.

Coaching

Summary Scores



46. You meet regularly with employees to coach them on areas that will enhance your performance



47. You address employee behavior problems effectively.



48. You develop the skills and capabilities of others.



49. You conduct regular performance appraisals and feedback.



50. You provide clear, motivating, and constructive feedback.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

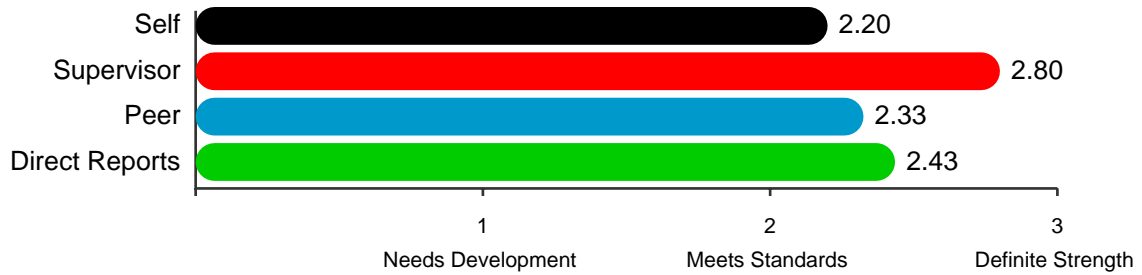
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You meet regularly with employees to coach them on areas that will enhance your performance	15	2.27	26.7		73%	27%
47. You address employee behavior problems effectively.	15	2.13	26.7	13%	60%	27%
48. You develop the skills and capabilities of others.	15	2.40	40.0		60%	40%
49. You conduct regular performance appraisals and feedback.	15	2.47	46.7		53%	47%
50. You provide clear, motivating, and constructive feedback.	15	2.33	46.7	13%	40%	47%

Comments:

- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- I love how she is always open to approach with any questions I have, no matter the hour.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- She is a team player and willing to help other departments and staff when needed.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- The department director should have the authority to lead the team toward the vision laid out by the VP.

Fiscal Management

Summary Scores



51. You develop budgets and plans for various programs and initiatives.



52. You monitor spending.



53. You keep excellent records for financial transparency.



54. You provide budgeting and accounting support to the Company.



55. You monitor expenses and verify the need for items purchased.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You develop budgets and plans for various programs and initiatives.	14	2.21	28.6	7%	64%	29%
52. You monitor spending.	14	2.29	42.9	14%	43%	43%
53. You keep excellent records for financial transparency.	15	2.53	53.3		47%	53%
54. You provide budgeting and accounting support to the Company.	15	2.47	46.7		53%	47%
55. You monitor expenses and verify the need for items purchased.	15	2.40	40.0		60%	40%

Comments:

- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- Manager routinely demonstrates all of the above characteristics, as marked
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- She is a strong leader complemented with sound judgement

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?

- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ works very well with other departments.

What do you like best about working with this individual?

- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- She's a very hard worker and always helping out when needed.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.

What do you like least about working with this individual?

- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- She cares deeply for what she does and it shows.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- ___ is always working to include staff in a shared decision making processes.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.

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

- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- She leads by example.
- Demonstrates a focus on the business goals through task prioritization.
- ___ is a wonderful team member. .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- ___ is very reliable and collaborates well on projects.
- ___ analyzes all situations before making a decision.

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

- ___ is very reliable, respectful and ethical in her leadership.
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- I value and appreciate ___ very much.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.

Any final comments?

- Great addition to the department!
- 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.
- Always has the company's best interest at heart.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- Great addition to our team!