



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.

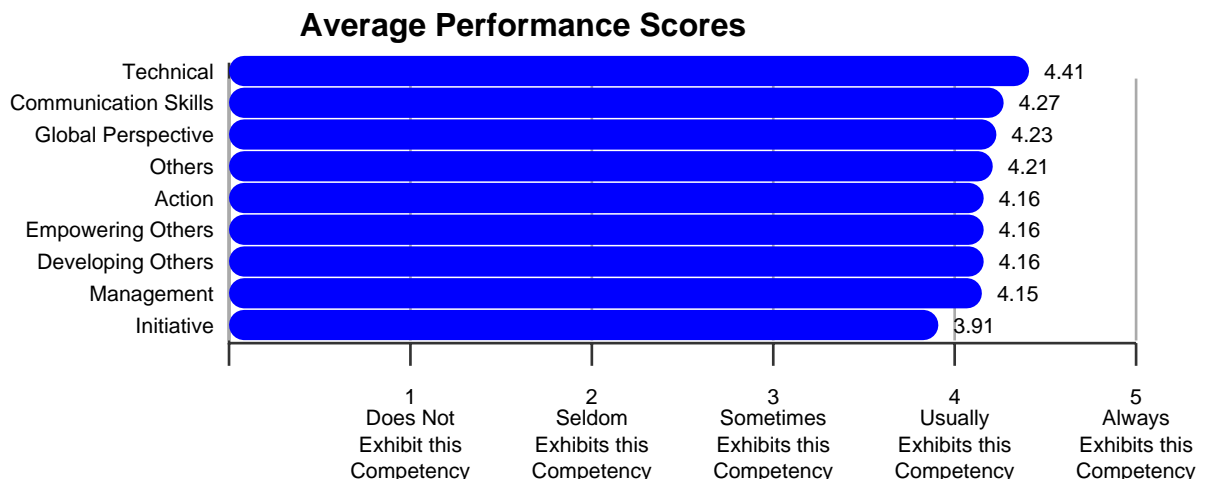
What to Do with Your Feedback

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

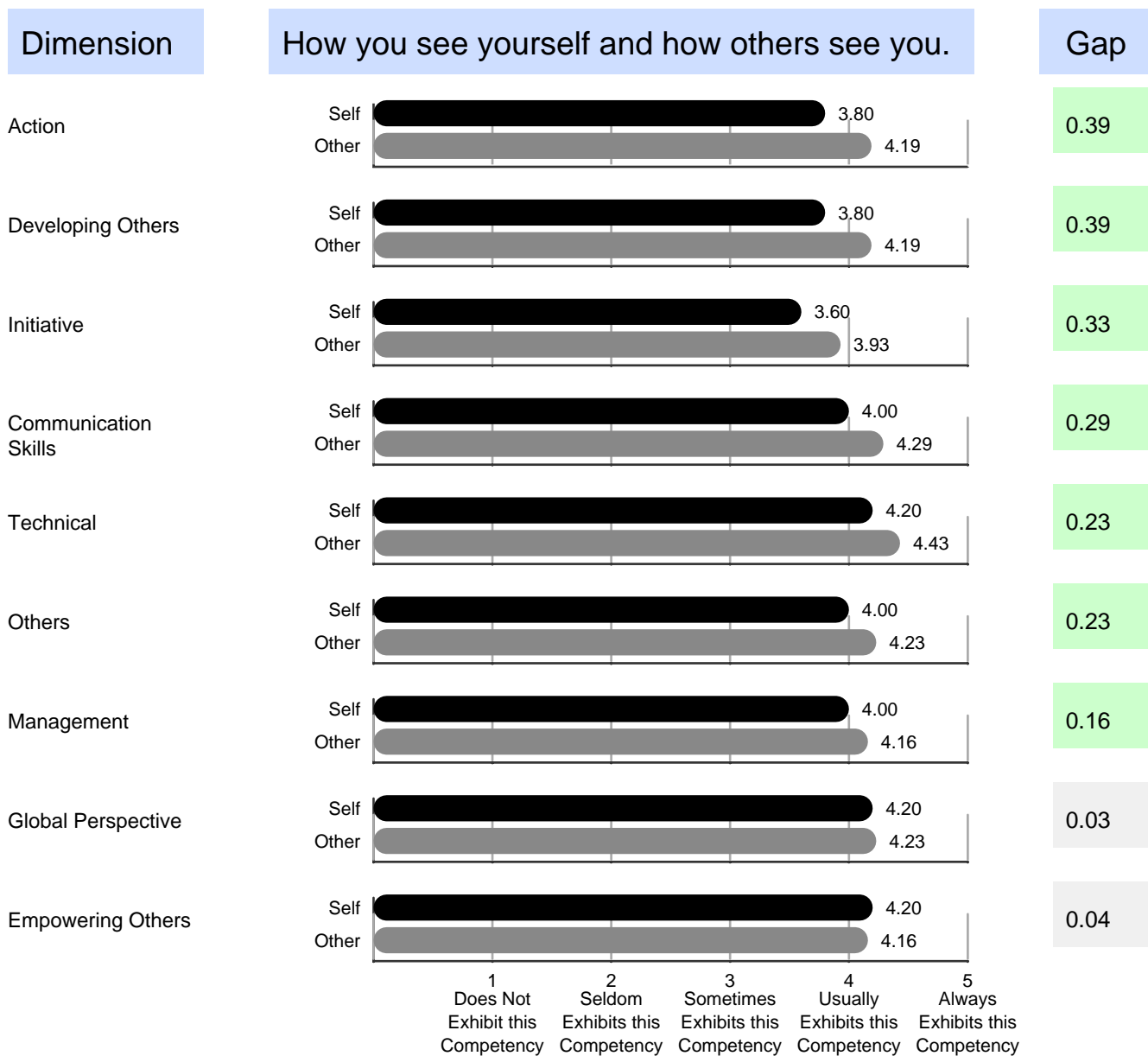
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



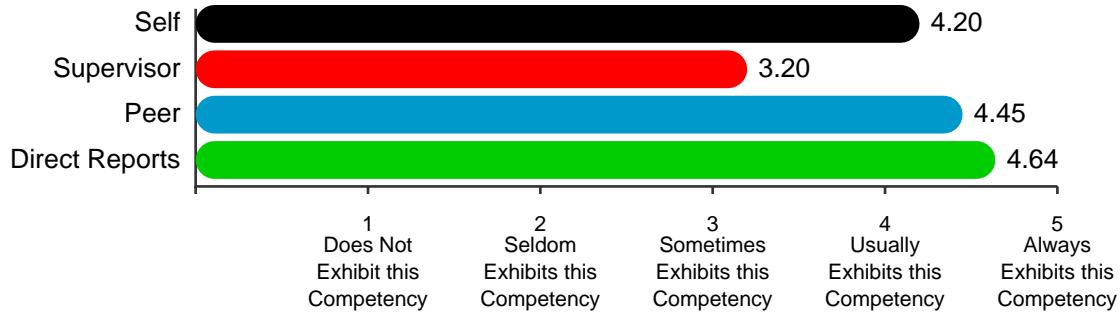
Gap Analysis

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.



Technical

Summary Scores



1. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



2. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



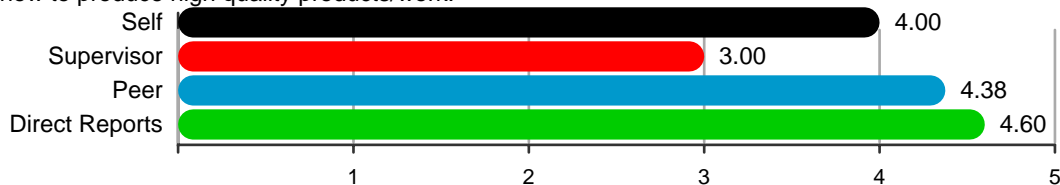
3. Seeks information from others as needed.



4. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



5. Knows how to produce high quality products/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
1. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.20	93.3	7%		67%		27%
2. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.87	100.0		13%		87%	
3. Seeks information from others as needed.	15	4.27	93.3	7%		60%		33%
4. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.40	86.7	13%		33%		53%
5. Knows how to produce high quality products/work.	15	4.33	93.3	7%		53%		40%

Comments:

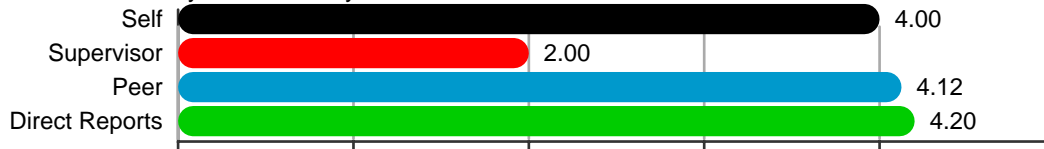
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- He has a calm demeanor and willingness to help with anything.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

Communication Skills

Summary Scores



6. Conveys ideas confidently and succinctly.



7. Able to demonstrate persuasiveness in pursuit of objectives.



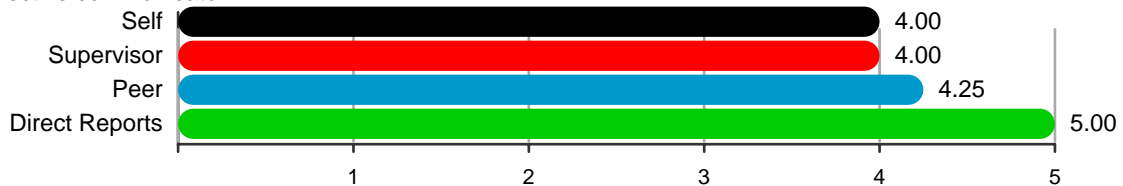
8. Delivers influential presentations.



9. Communicates effectively with colleagues and customers



10. Is an effective communicator



Level of Skill

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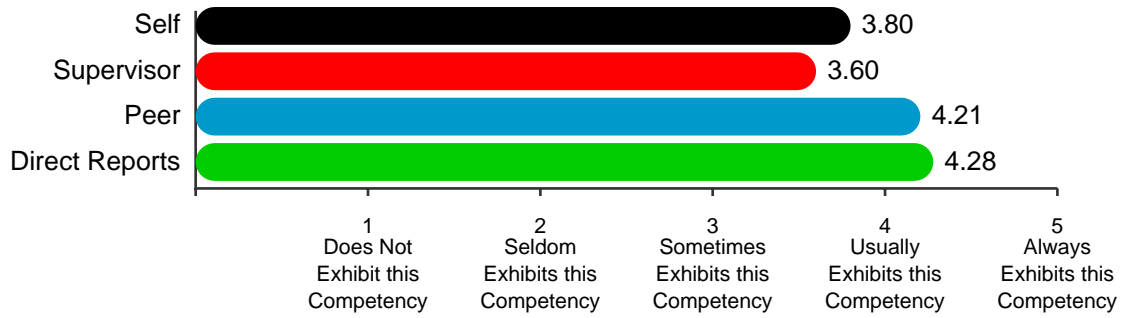
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Conveys ideas confidently and succinctly.	15	4.00	80.0	7%	13%	53%	27%	
7. Able to demonstrate persuasiveness in pursuit of objectives.	15	4.07	80.0		20%	53%	27%	
8. Delivers influential presentations.	15	4.33	93.3	7%	47%		47%	
9. Communicates effectively with colleagues and customers	15	4.47	93.3	7%	40%		53%	
10. Is an effective communicator	15	4.47	93.3	7%	40%		53%	

Comments:

- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).

Action

Summary Scores



11. Gets the job done.



12. Displays high energy and enthusiasm on consistent basis.



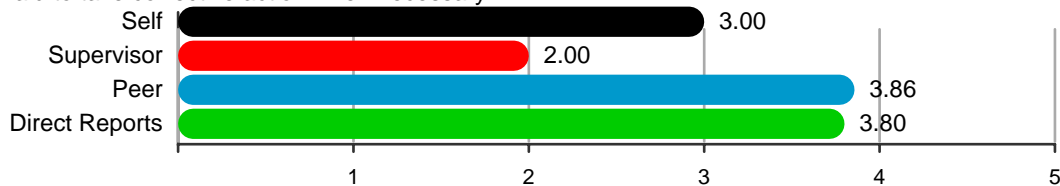
13. Makes effective decisions, even when under pressure.



14. Motivates & supports others to gain skills



15. Is not afraid to take corrective action when necessary.



Level of Skill

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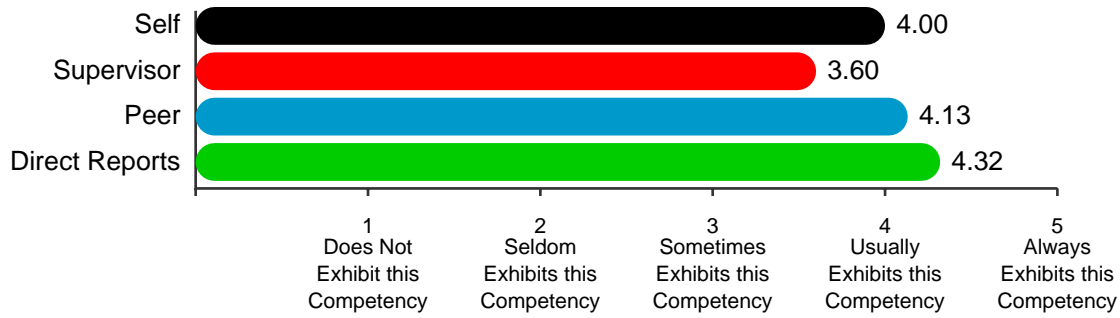
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Gets the job done.	15	4.60	100.0			40%	60%	
12. Displays high energy and enthusiasm on consistent basis.	15	4.27	100.0			73%	27%	
13. Makes effective decisions, even when under pressure.	15	4.33	100.0			67%	33%	
14. Motivates & supports others to gain skills	15	3.93	73.3	27%		53%	20%	
15. Is not afraid to take corrective action when necessary.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- Set clear expectations for others.
- _____ can be counted on for his reliability.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.

Management

Summary Scores



16. Makes you feel enthusiastic about your work



17. Is ready to offer help



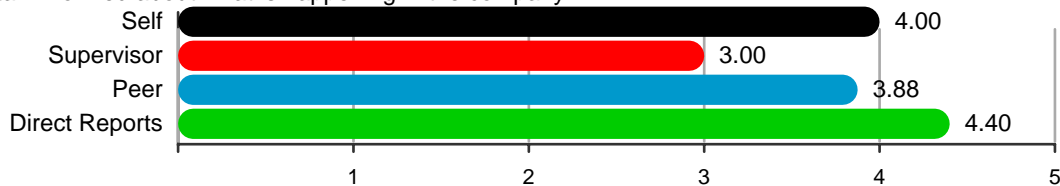
18. Sets an example for others to follow



19. Takes responsibility for things that go wrong



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



Level of Skill

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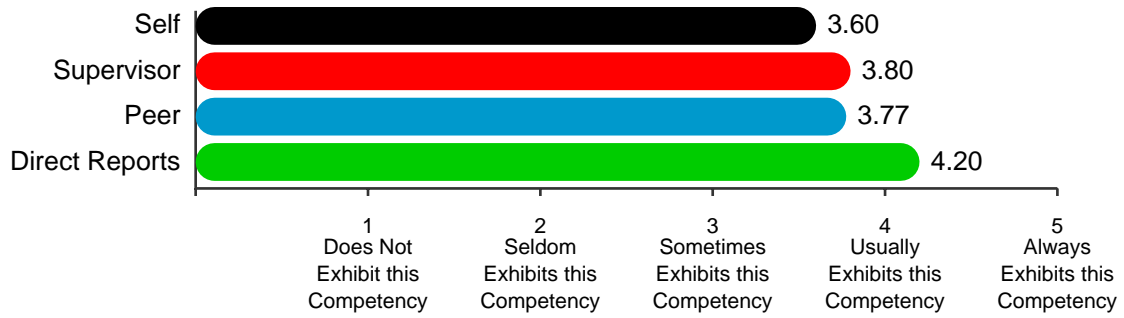
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Makes you feel enthusiastic about your work	15	4.33	86.7	13%	40%	47%		
17. Is ready to offer help	15	4.27	93.3	7%	60%	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. Keep staff informed about what is happening in the company	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Manager engages in all categories described above as marked.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- he is open and willing to share his vision for the team.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- Having very minimum one-on-one discussion.
- He seems to be well respected from members of his own team as well.

Initiative

Summary Scores



21. Takes action without being asked.



22. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



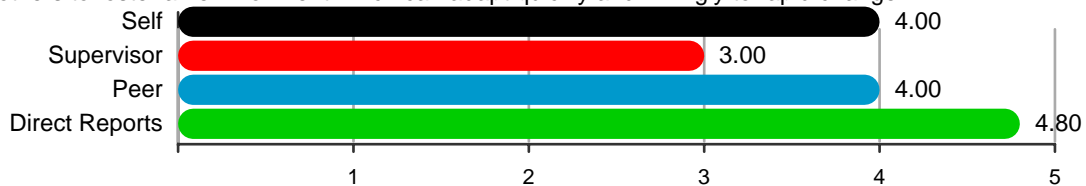
23. Immediately works to complete goals well before their deadline.



24. Takes the initiative to change the direction or course of events.



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



Level of Skill

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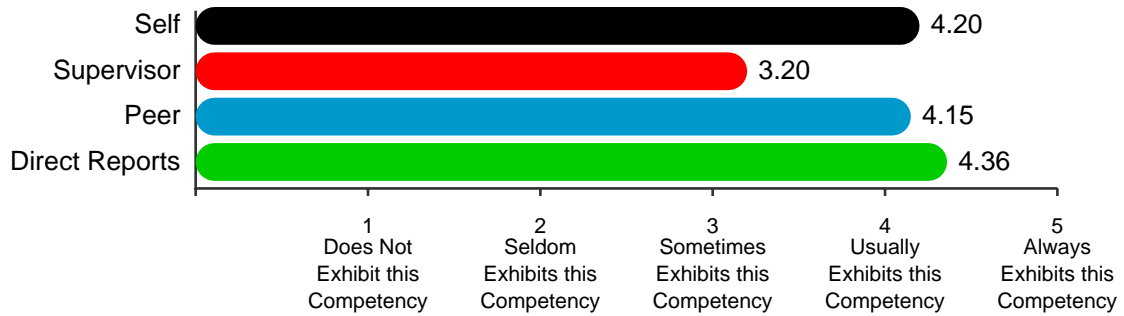
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Takes action without being asked.	15	4.00	66.7	13%	20%	20%	47%	
22. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	3.47	53.3	13%	33%	47%	7%	
23. Immediately works to complete goals well before their deadline.	15	3.60	66.7	13%	20%	60%	7%	
24. Takes the initiative to change the direction or course of events.	15	4.27	86.7	7%	7%	40%	47%	
25. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

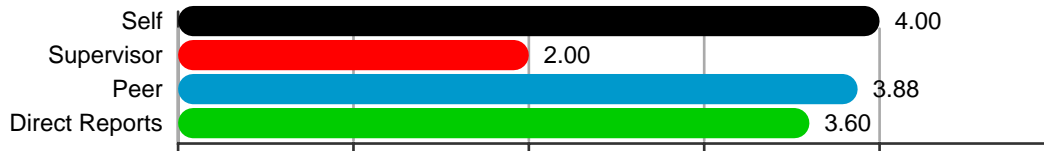
- _____ does a great job in supporting and engaging all of his employees.
- _____ is the best employee the department has employed.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- _____ has been very supportive of me and the Institute.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.

Empowering Others

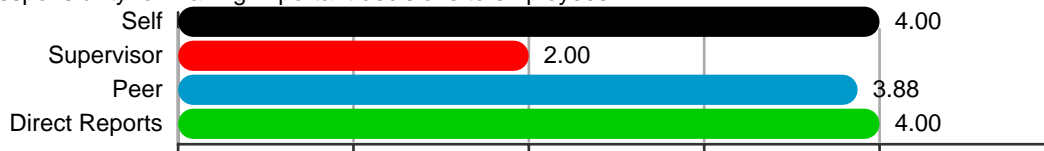
Summary Scores



26. Expresses confidence in the abilities of others.



27. Gives responsibility for making important decisions to employees.



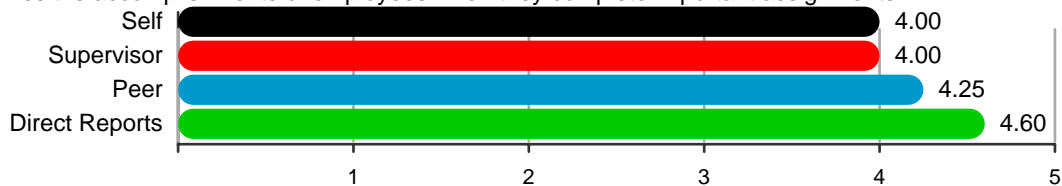
28. Gives employees the opportunity to make their own decisions at work.



29. Allows the employees to have flexible work schedules.



30. Recognizes the accomplishments of employees when they complete important assignments.



Level of Skill

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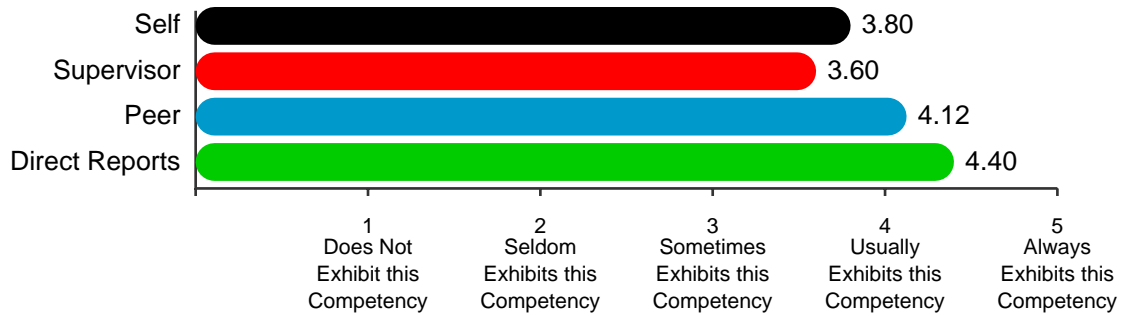
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Expresses confidence in the abilities of others.	15	3.67	66.7	20%	13%	47%	20%	
27. Gives responsibility for making important decisions to employees.	15	3.80	73.3	20%	7%	47%	27%	
28. Gives employees the opportunity to make their own decisions at work.	15	4.33	86.7	13%	40%	47%		
29. Allows the employees to have flexible work schedules.	15	4.67	100.0		33%	67%		
30. Recognizes the accomplishments of employees when they complete important assignments.	15	4.33	100.0		67%	33%		

Comments:

- He knows what his customers needs and seeks to find the best individual to fill those roles.
- He make sure the team effort not only succeed on paper.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- He also has always been thankful for any help that I have given his.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- _____ does a great job at demonstrating the value of his team to the organization.

Developing Others

Summary Scores



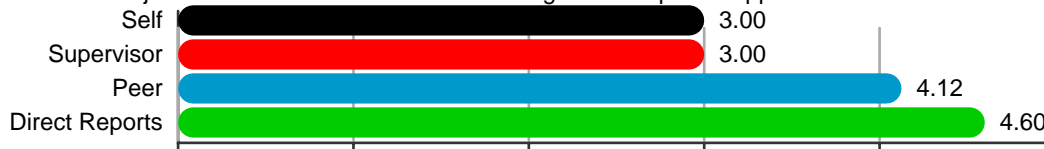
31. Is open to receiving feedback.



32. Assigns tasks and responsibilities to develop skills of others.



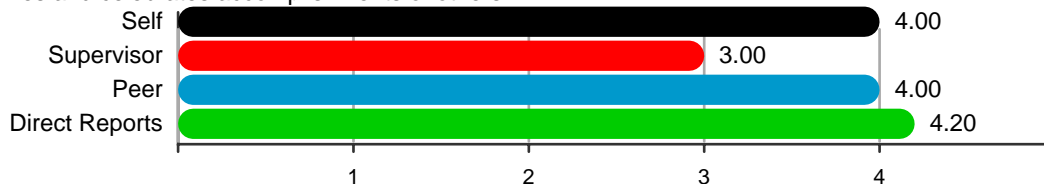
33. Sets performance objectives for subordinates that encourages development opportunities.



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



35. Recognizes and celebrates accomplishments of others.



Level of Skill

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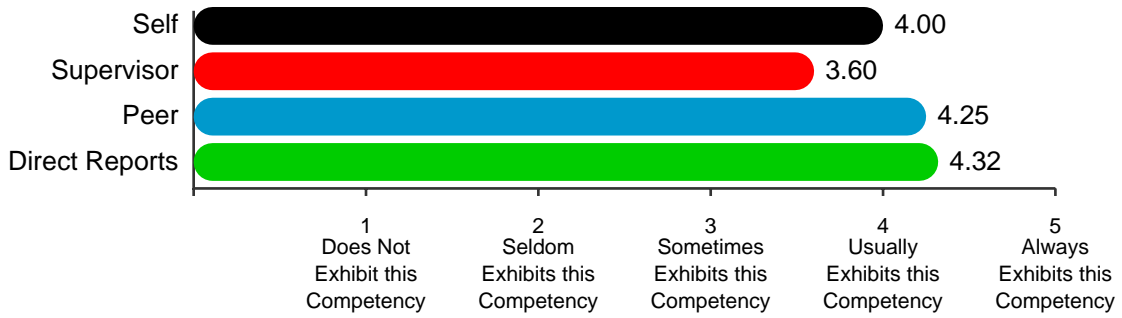
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Is open to receiving feedback.	15	4.07	80.0	20%		53%		27%
32. Assigns tasks and responsibilities to develop skills of others.	15	4.47	100.0			53%		47%
33. Sets performance objectives for subordinates that encourages development opportunities.	15	4.13	80.0	20%		47%		33%
34. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.13	86.7	13%		60%		27%
35. Recognizes and celebrates accomplishments of others.	15	4.00	80.0	20%		60%		20%

Comments:

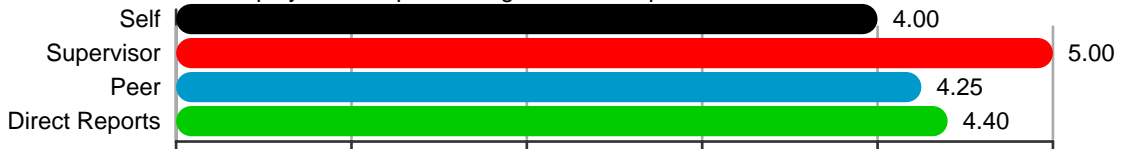
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- Could be more self-aware of impact on other team members
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- I have had personal interactions with _____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.

Others

Summary Scores



36. Supports the efforts of other employees in implementing solutions to problems.



37. Forms working relationships with employees from other departments.



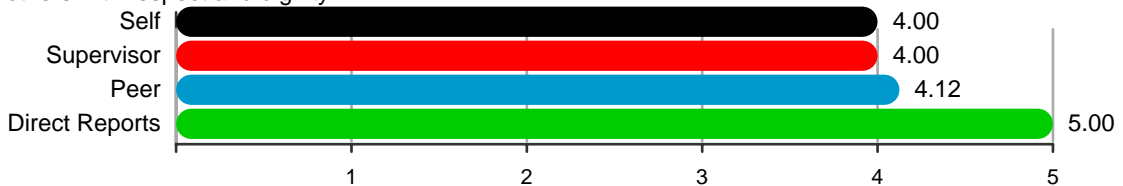
38. Constructively receives criticism and suggestions from others.



39. Consistently demonstrates ability and willingness to trust others.



40. ...treats others with respect and dignity.



Level of Skill

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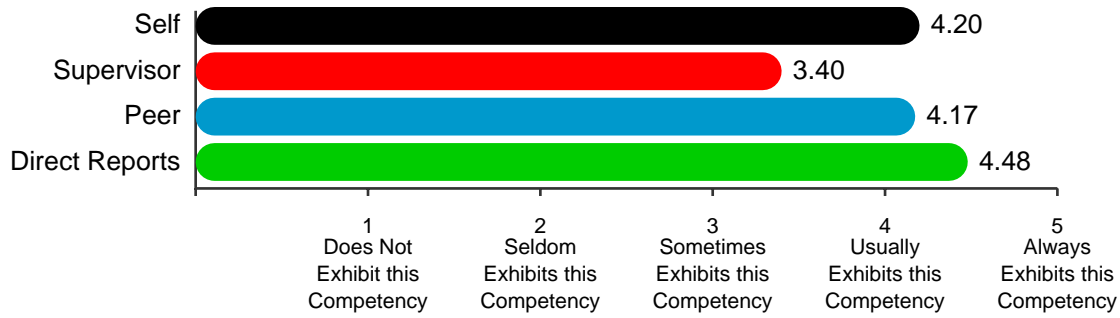
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Supports the efforts of other employees in implementing solutions to problems.	15	4.33	100.0				67%	33%
37. Forms working relationships with employees from other departments.	15	3.93	80.0	13%	7%		53%	27%
38. Constructively receives criticism and suggestions from others.	15	4.27	86.7		13%		47%	40%
39. Consistently demonstrates ability and willingness to trust others.	15	4.13	86.7		13%		60%	27%
40. ...treats others with respect and dignity.	15	4.40	93.3		7%		47%	47%

Comments:

- Good leadership style.
- 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.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- Constantly working on improving the customer experience.
- _____ continues to be a wonderful boss and mentor.

Global Perspective

Summary Scores



41. Creates an environment where individual differences are valued and supported.



42. Builds working relationships with others across cultures.



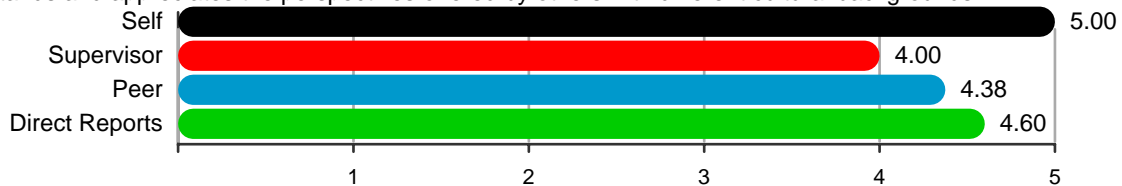
43. Sets the example for team on importance of cultural awareness.



44. Is aware of the culture, behaviors, identities and beliefs of others.



45. Understands and appreciates the perspectives offered by others with different cultural backgrounds.



Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Creates an environment where individual differences are valued and supported.	15	4.33	93.3	7%	53%	40%		
42. Builds working relationships with others across cultures.	15	4.20	80.0	20%	40%	40%		
43. Sets the example for team on importance of cultural awareness.	15	4.13	86.7	13%	60%	27%		
44. Is aware of the culture, behaviors, identities and beliefs of others.	15	4.00	86.7	13%	73%	13%		
45. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- He is smart, quick, compassionate, and thorough.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- _____ does a great job at demonstrating the value of his team to the organization.
- Attitude is there; however, follow through is lacking at times.

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?

- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- _____ does an excellent job in his role.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- He can always be counted on to do what he commits to.
- Transparency and honesty is important early in the process.
- He strives to raise the bar everyday to improve our processes to best serve our customers.

What do you like best about working with this individual?

- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- _____ is willing to tackle performance situations and solicits feedback on how his team is doing.
- I think that _____ is making good strides in setting expectations through clear communication.
- While encouraging folks to continue with their education, he is also continuing with his education.
- _____ has transitioned into the interim role with ease. . . it seems to have been a smooth transition for staff as well.

What do you like least about working with this individual?

- He has been influential in our focus on the future.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- His professionalism is beyond reproach and he is fair and just.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- One of the main reasons I am here is because of _____.
- He is also quick to tap into his past experiences in attempting to find the best solution.

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

- He has worked hard to understand people's strengths and what they need from him.
- Manager routinely demonstrates all of the above characteristics, as marked
- Transparency and honesty is important early in the process.
- _____ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- 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.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.

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

- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- He is organized, kind, and extremely approachable.
- _____ listens to employees ideas and concerns and address the issues right away.
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- He is a very diligent hard worker.
- He will always be able to state that he did everything he could, he gives this job his all!

Any final comments?

- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- _____ is highly professional in his everyday work.
- Has the experience needed.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.