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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.

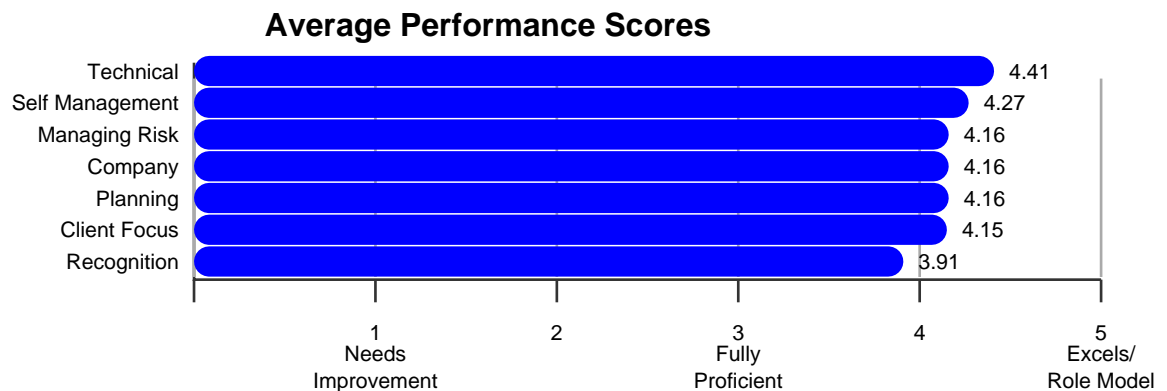
## What to Do with Your Feedback

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 7 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. You know how to produce high quality products/work.



2. You seek information from others as needed.



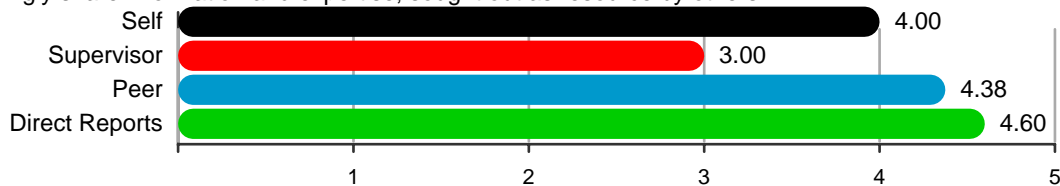
3. You willingly share your technical expertise; sought out as resource by others



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



5. You willingly share information and expertise; sought out as resource by others



## Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. You know how to produce high quality products/work.	15	4.20	93.3	7%	67%	27%
2. You seek information from others as needed.	15	4.87	100.0	13%	87%	
3. You willingly share your technical expertise; sought out as resource by others	15	4.27	93.3	7%	60%	33%
4. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.40	86.7	13%	33%	53%
5. You willingly share information and expertise; sought out as resource by others	15	4.33	93.3	7%	53%	40%

### Comments:

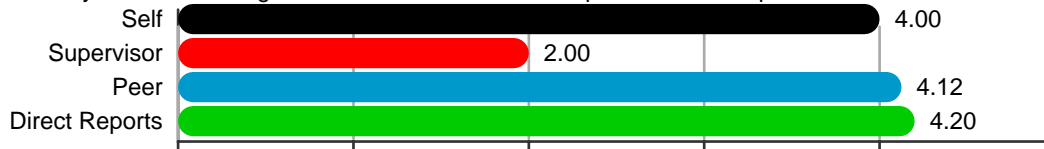
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- He is quick and willing to aid.
- I think \_\_\_\_\_ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- His years of experience and wisdom are generously shared and appreciated.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- \_\_\_\_\_ listens to his staff and delegates responsibilities as appropriate.

# Self Management

## Summary Scores



6. You consciously control own negative emotions in order to keep team morale up.



7. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.



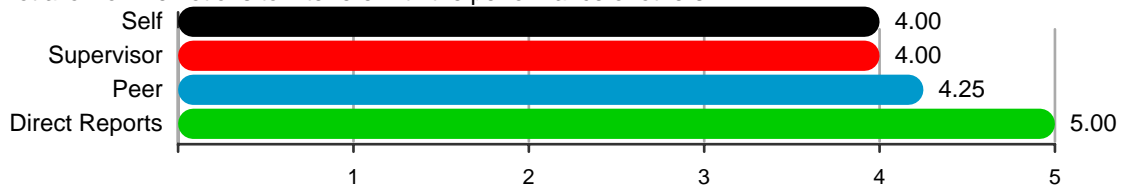
8. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



9. You step away from a situation to process appropriate response.



10. You do not allow own emotions to interfere with the performance of others.



## Level of Skill

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

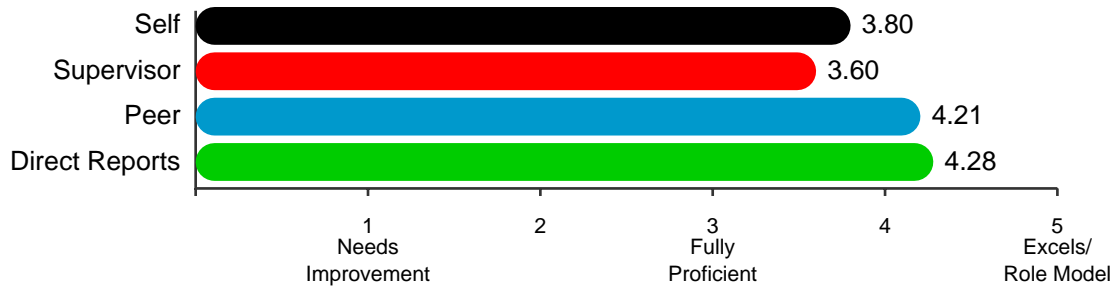
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. You consciously control own negative emotions in order to keep team morale up.	15	4.00	80.0	7%	13%	53%	27%
7. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.07	80.0		20%	53%	27%
8. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.33	93.3	7%		47%	47%
9. You step away from a situation to process appropriate response.	15	4.47	93.3	7%		40%	53%
10. You do not allow own emotions to interfere with the performance of others.	15	4.47	93.3	7%		40%	53%

### Comments:

- \_\_\_\_\_ always makes decisions based on what is best for the department or organization.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- \_\_\_\_\_ has used his strengths to make this department stronger in many ways.
- \_\_\_\_\_ is a great manager to work for.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- He is open to feedback and actively tries to improve.

# Managing Risk

## Summary Scores



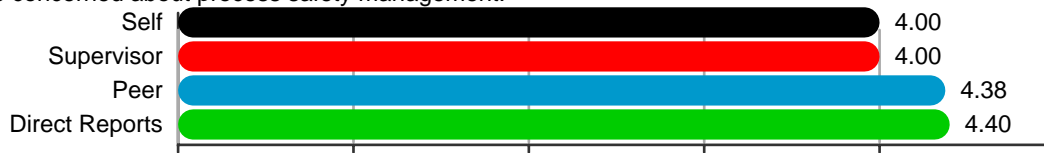
11. You create a risk management strategy for the department.



12. You seek to increase safety in the workplace.



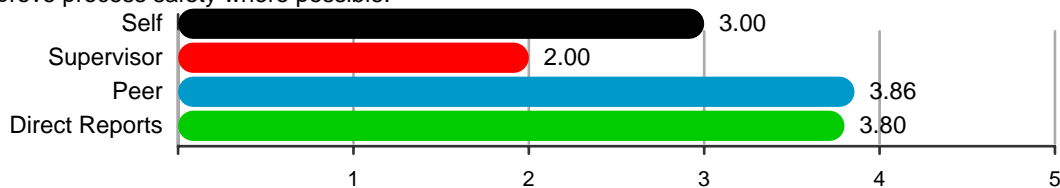
13. You are concerned about process safety management.



14. You perform regular risk analyses to minimize adverse outcomes.



15. You improve process safety where possible.





## Level of Skill

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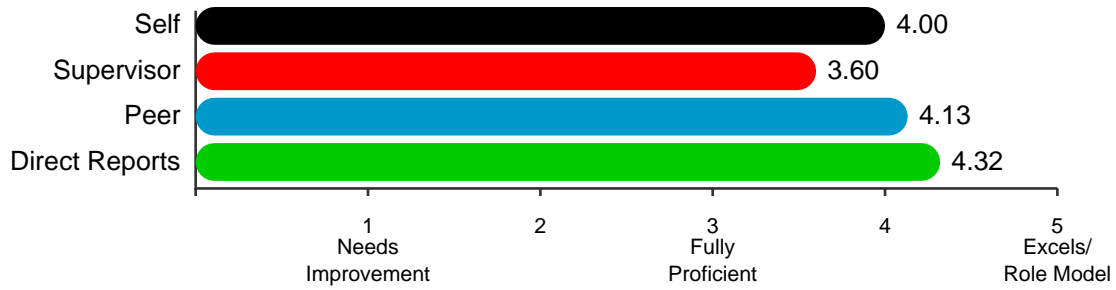
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. You create a risk management strategy for the department.	15	4.60	100.0	40%	60%	
12. You seek to increase safety in the workplace.	15	4.27	100.0	73%		27%
13. You are concerned about process safety management.	15	4.33	100.0	67%		33%
14. You perform regular risk analyses to minimize adverse outcomes.	15	3.93	73.3	27%	53%	20%
15. You improve process safety where possible.	14	3.64	57.1	14%	29%	36%

### Comments:

- \_\_\_\_\_ has done a great job of continuing to grow and refine the service lines.
- \_\_\_\_\_ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- \_\_\_\_\_ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- I have found that when \_\_\_\_\_ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.

# Client Focus

## Summary Scores



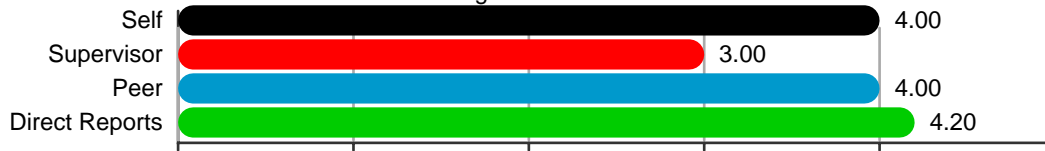
16. You satisfy client needs.



17. You are pro-active in dealing with clients and addressing your needs.



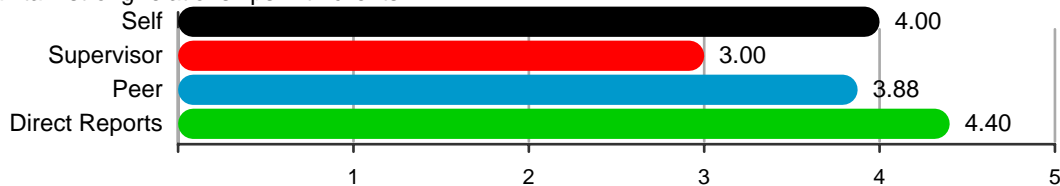
18. You obtain feedback to ensure client needs are being met.



19. You ensure client commitments and requirements are met or exceeded



20. You maintain strong relationships with clients.



## Level of Skill

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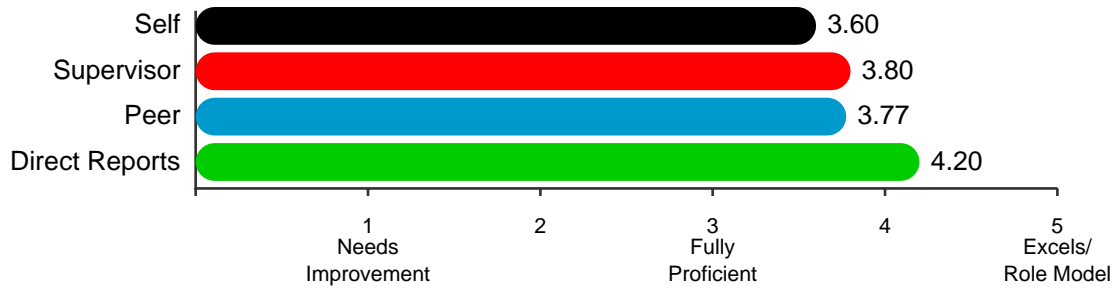
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. You satisfy client needs.	15	4.33	86.7	13%	40%	47%	
17. You are pro-active in dealing with clients and addressing your needs.	15	4.27	93.3	7%	60%	33%	
18. You obtain feedback to ensure client needs are being met.	14	4.00	92.9	7%	86%	7%	
19. You ensure client commitments and requirements are met or exceeded	14	4.14	85.7	7%	7%	50%	36%
20. You maintain strong relationships with clients.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- \_\_\_\_\_ has improved our means of communication within the department and is receptive to suggestions from his employees.
- 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.
- Have persistence and tenacity
- \_\_\_\_\_ Communicated well with his staff, as we define our new roles \_\_\_\_\_ is always there to give us direction.
- \_\_\_\_\_ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

# Recognition

## Summary Scores



21. You are sincerely interested in the suggestions of co-workers



22. You reinforce and reward employees for accomplishing necessary goals.



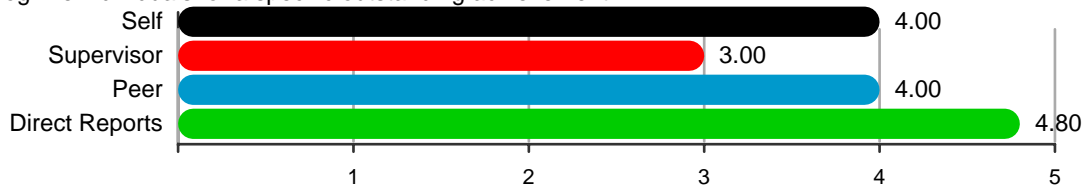
23. You let employees know when they have done well



24. You readily share credit and gives others opportunity for visibility.



25. You recognize individuals for a specific outstanding achievement.



## Level of Skill

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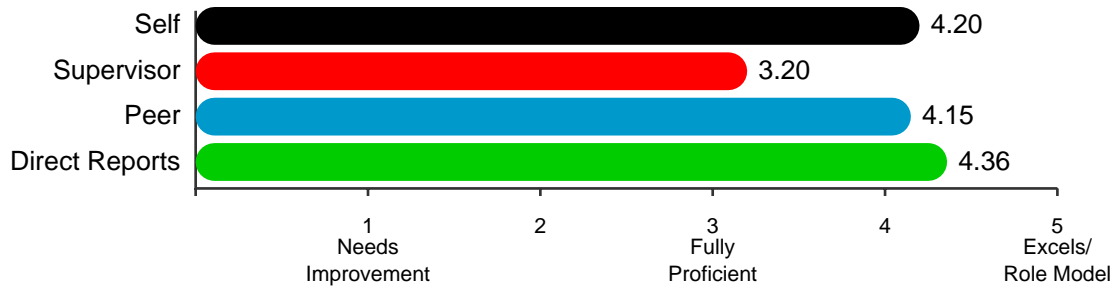
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. You are sincerely interested in the suggestions of co-workers	15	4.00	66.7	13%	20%	20%		47%
22. You reinforce and reward employees for accomplishing necessary goals.	15	3.47	53.3	13%	33%		47%	7%
23. You let employees know when they have done well	15	3.60	66.7	13%	20%		60%	7%
24. You readily share credit and gives others opportunity for visibility.	15	4.27	86.7	7%	7%	40%		47%
25. You recognize individuals for a specific outstanding achievement.	15	4.20	80.0	7%	13%	33%		47%

### Comments:

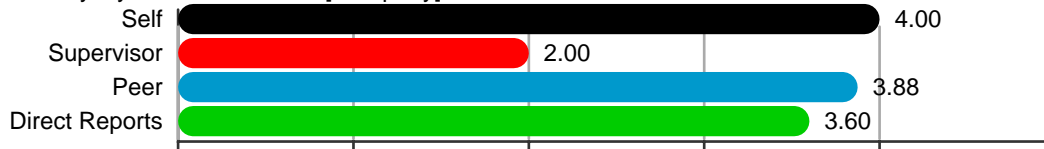
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- Provide more frequent development feedback.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- 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.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- I truly enjoy working with \_\_\_\_\_. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.

# Company

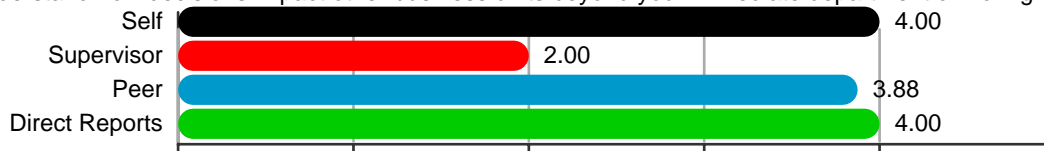
## Summary Scores



26. You express loyalty and dedication to [Company] in interactions with others.



27. You understand how decisions impact other business units beyond your immediate department of work group.



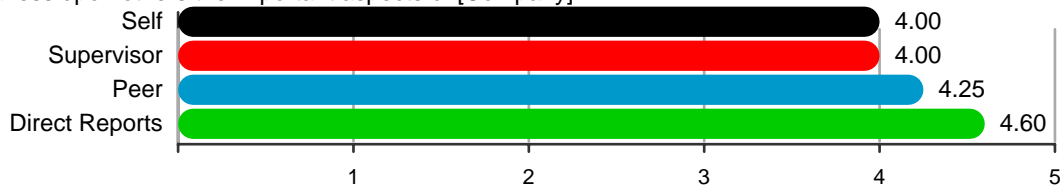
28. You follow existing procedures and processes.



29. You understand the use of [Company] products and services.



30. You impress upon others the important aspects of [Company].



## 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).

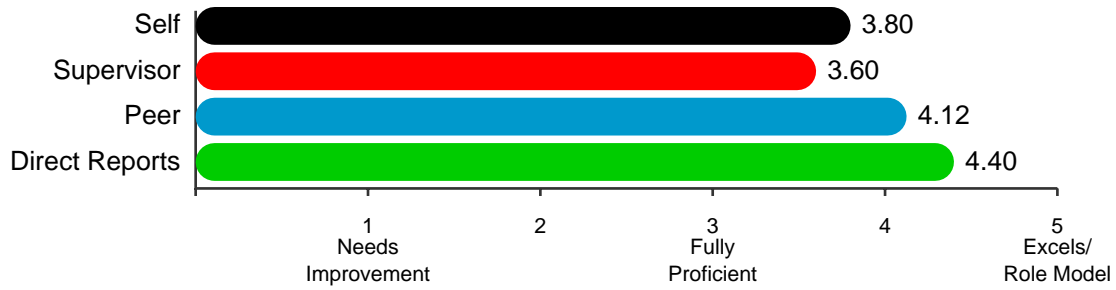
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. You express loyalty and dedication to [Company] in interactions with others.	15	3.67	66.7	20%	13%	47%		20%
27. You understand how decisions impact other business units beyond your immediate department of work group.	15	3.80	73.3	20%	7%	47%		27%
28. You follow existing procedures and processes.	15	4.33	86.7	13%		40%		47%
29. You understand the use of [Company] products and services.	15	4.67	100.0			33%		67%
30. You impress upon others the important aspects of [Company].	15	4.33	100.0			67%		33%

### Comments:

- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- He correctly sets limits, and expectations of his managers.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.

# Planning

## Summary Scores



31. You are able to look ahead (beyond the present) when addressing the work/needs of the department.



32. You are able to identify the needs of the department before a major change.



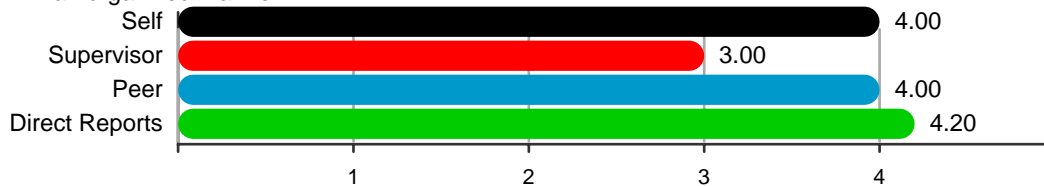
33. You delegate role to team members to accomplish goals.



34. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.



35. You work in an organized manner





## 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. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.07	80.0	20%	53%	27%
32. You are able to identify the needs of the department before a major change.	15	4.47	100.0		53%	47%
33. You delegate role to team members to accomplish goals.	15	4.13	80.0	20%	47%	33%
34. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	15	4.13	86.7	13%	60%	27%
35. You work in an organized manner	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_\_\_ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- \_\_\_\_\_ is excellent at providing positive feedback in the moment while in meetings.
- \_\_\_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_\_\_ has had tendency to lose staff or participants in his communication. To his merit, \_\_\_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.
- Appreciate \_\_\_\_\_'s dedication to making the facilities cleaner. Results are evident.

## 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 also come down to help our department when we have been very busy and needed help.
- \_\_\_\_\_ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- I work with \_\_\_\_\_ regularly and see his interactions with other leaders frequently.
- I feel confident as if he treats us all as equals.
- Building relationships of trust to enhance safety is an important part of our approach.
- \_\_\_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

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

- \_\_\_\_\_ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- He interacts effectively with our most difficult customers.
- I think 16 & 17 relate in the sense that I believe \_\_\_\_\_ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.

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

- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- He could benefit from understanding about how to create resolution and clarity.
- \_\_\_\_\_ is very knowledgeable, honest, and consistent in his leadership decisions.
- It's been a pleasure to work for him.
- I honestly cannot think of anything that he could improve on.

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

- \_\_\_\_\_ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- \_\_\_\_\_ has high expectation of staff, but provides the support needed for success. He 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.
- \_\_\_\_\_'s management style is excellent.
- I believe \_\_\_\_\_ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with \_\_\_\_\_ and I appreciate his style and understanding and support of the work that I do.
- \_\_\_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- \_\_\_\_\_ 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. His high standards for excellence are admirable and inspiring.

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

- \_\_\_\_\_ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- He is well respected.
- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- He exhibits vision, compassion and high integrity in all of his work.
- \_\_\_\_\_ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- \_\_\_\_\_ is an amazing manager. He genuinely cares about his staff.

### Any final comments?

- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- He consistently helps us in problem solving a variety of issues.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- \_\_\_\_\_ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- I will always welcome \_\_\_\_\_'s direct, honest, caring feedback.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.