



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.

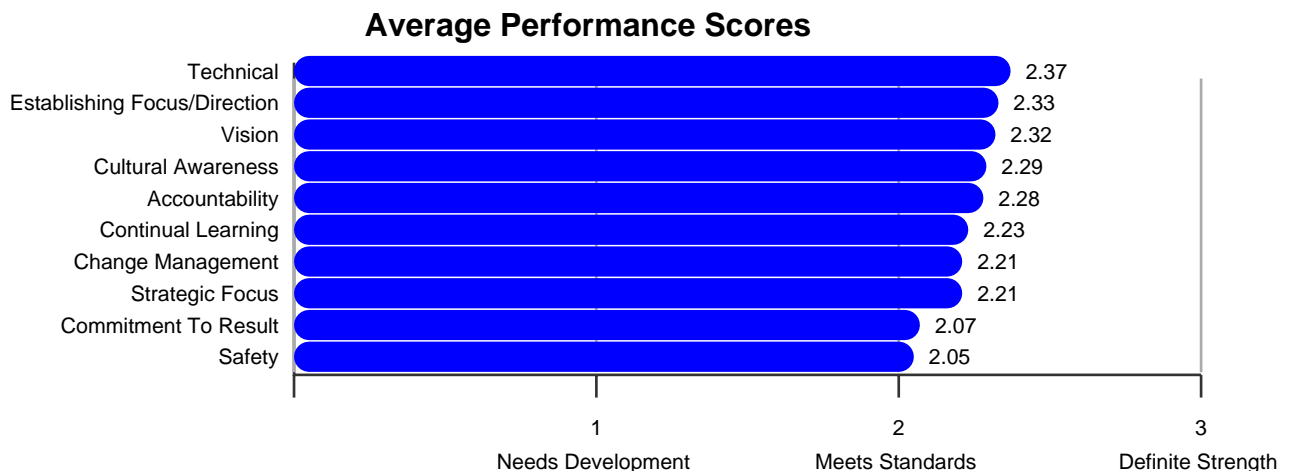
What to Do with Your Feedback

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

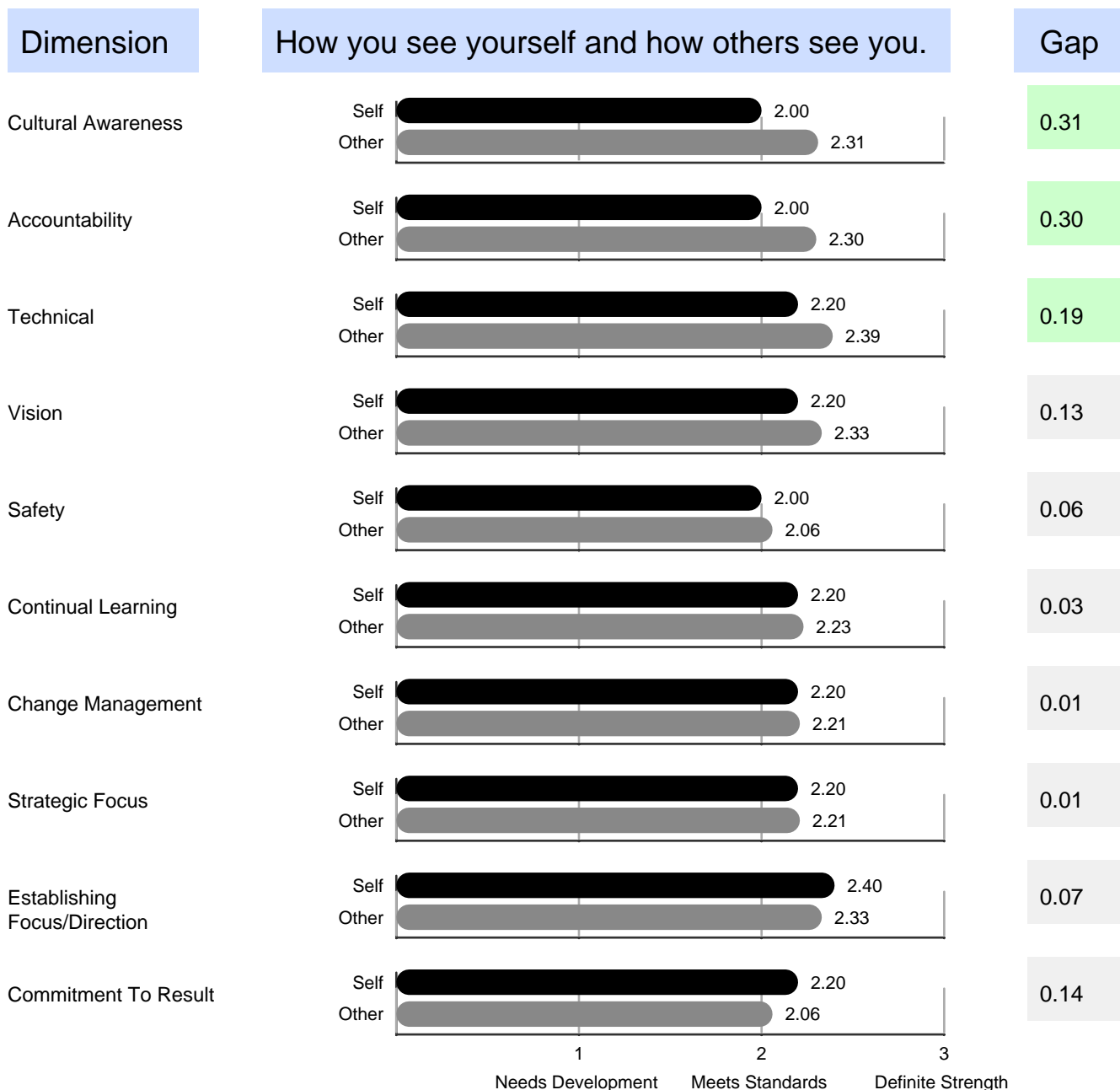
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



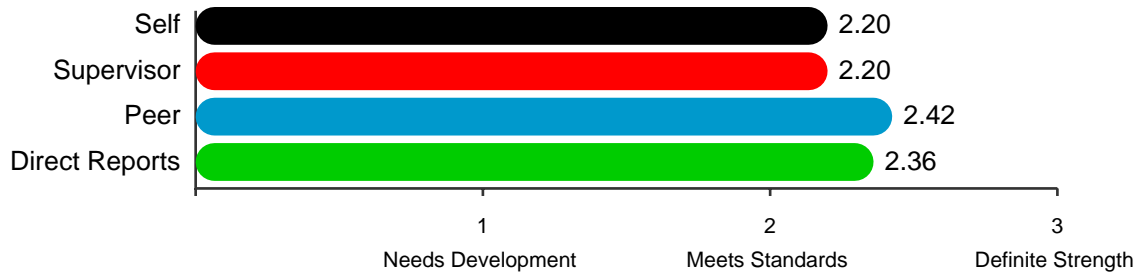
Gap Analysis

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

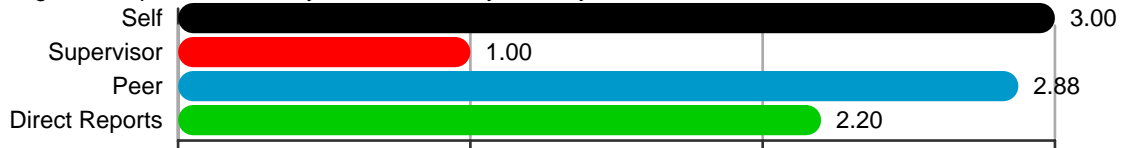
Summary Scores



1. 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.



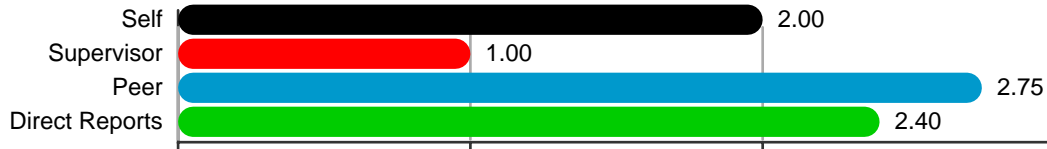
2. Is knowledgeable of procedures or systems necessary for the job.



3. Willingly shares his/her technical expertise; sought out as resource by others



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



5. Seeks information from others as needed.



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).

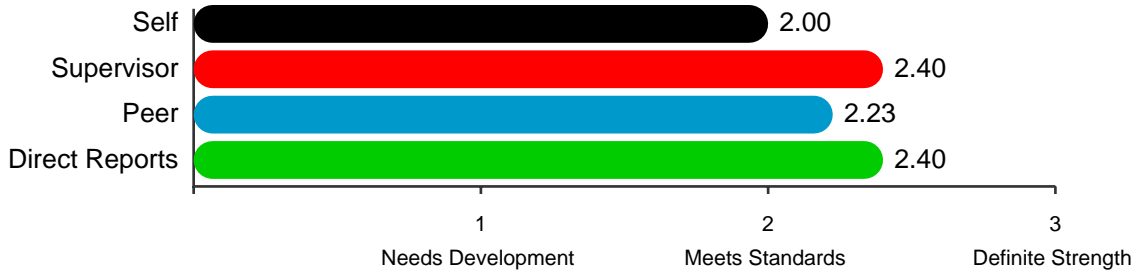
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	2.27	33.3	7%	60%	33%
2. Is knowledgeable of procedures or systems necessary for the job.	15	2.53	73.3	20%	7%	73%
3. Willingly shares his/her technical expertise; sought out as resource by others	15	2.33	40.0	7%	53%	40%
4. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	2.47	53.3	7%	40%	53%
5. Seeks information from others as needed.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.

Accountability

Summary Scores



6. Takes responsibility for results.



7. Can be counted on to do what they say they are going to do.



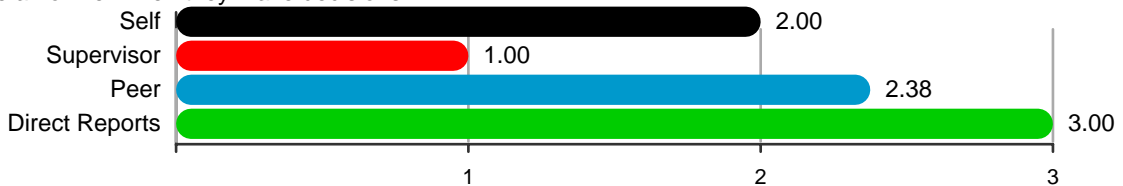
8. Creates a consistent process for prioritizing work.



9. Keeps their word and does what they say they will do.



10. Acts like an owner when they make decisions.



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).

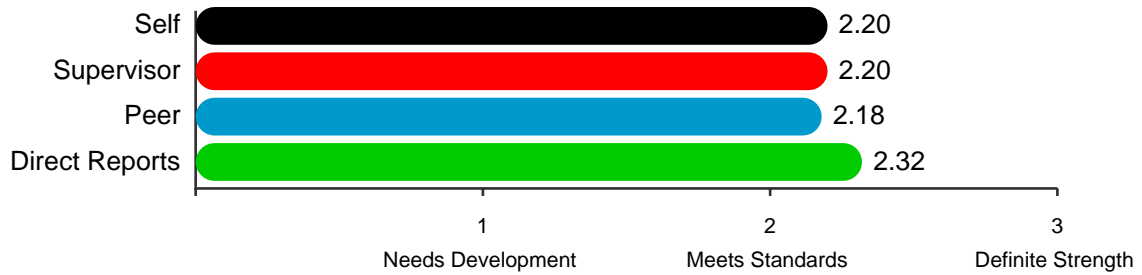
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Takes responsibility for results.	15	2.13	33.3	20%	47%	33%
7. Can be counted on to do what they say they are going to do.	15	2.07	26.7	20%	53%	27%
8. Creates a consistent process for prioritizing work.	15	2.33	40.0	7%	53%	40%
9. Keeps their word and does what they say they will do.	15	2.40	53.3	13%	33%	53%
10. Acts like an owner when they make decisions.	15	2.47	60.0	13%	27%	60%

Comments:

- 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.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.

Continual Learning

Summary Scores



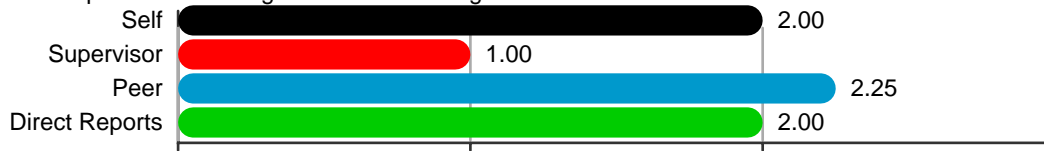
11. Seeks opportunities to grow in skills and knowledge.



12. Builds on their strengths while addressing their weaknesses.



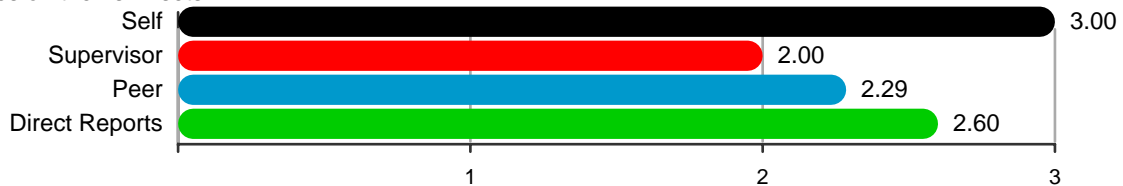
13. Pursues self-improvement through continual learning.



14. Takes charge of their training and skills enhancement.



15. Improves on their skill sets.



Level of Skill

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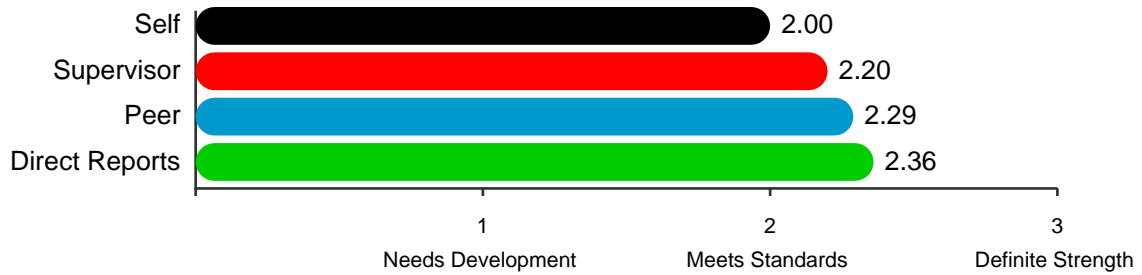
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Seeks opportunities to grow in skills and knowledge.	15	2.33	40.0	7%	53%	40%
12. Builds on their strengths while addressing their weaknesses.	15	2.07	20.0	13%	67%	20%
13. Pursues self-improvement through continual learning.	15	2.07	26.7	20%	53%	27%
14. Takes charge of their training and skills enhancement.	15	2.27	40.0	13%	47%	40%
15. Improves on their skill sets.	14	2.43	50.0	7%	43%	50%

Comments:

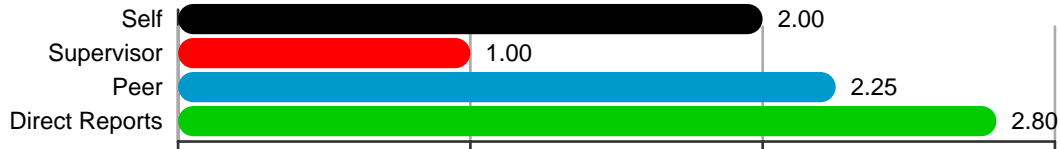
- ___ is a strong advocate for both the customer and staff.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.

Cultural Awareness

Summary Scores



16. Recognizes and values individual and cultural differences.



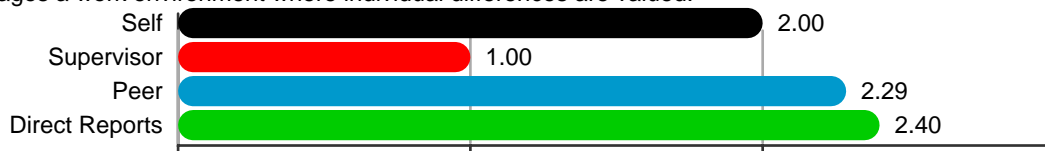
17. Shows respect in daily interactions



18. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



19. Encourages a work environment where individual differences are valued.



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



Level of Skill

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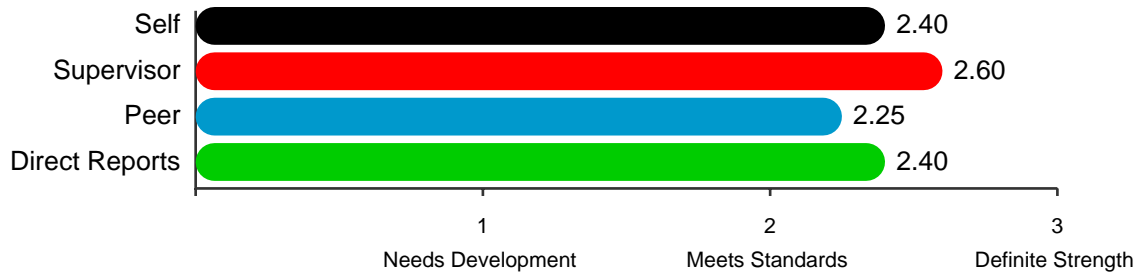
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Recognizes and values individual and cultural differences.	15	2.33	46.7	13%	40%	47%
17. Shows respect in daily interactions	15	2.33	40.0	7%	53%	40%
18. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	14	2.00	14.3	14%	71%	14%
19. Encourages a work environment where individual differences are valued.	14	2.21	42.9	21%	36%	43%
20. Respects others regardless of age, race, gender, nationality, or disability.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has excellent job and people skills.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

Establishing Focus/Direction

Summary Scores



21. Makes sure that employees understand and identify with the team's mission.



22. Functions well under stress, deadlines, and/or significant workloads.



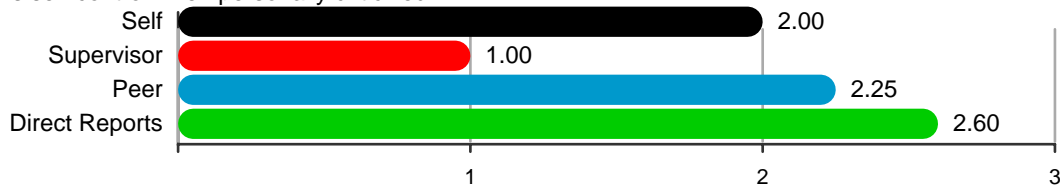
23. Aligns the department's goals with the goals of the organization.



24. Helps guide employees with prioritizing tasks.



25. Maintains self-control when personally criticized.



Level of Skill

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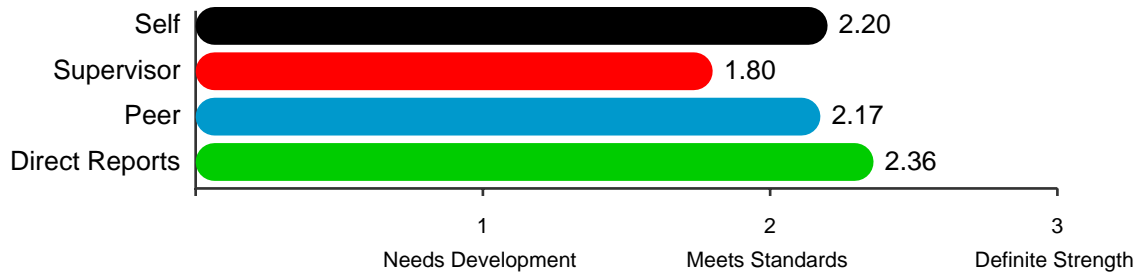
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Makes sure that employees understand and identify with the team's mission.	15	2.60	66.7	7%	27%	67%
22. Functions well under stress, deadlines, and/or significant workloads.	15	2.33	40.0	7%	53%	40%
23. Aligns the department's goals with the goals of the organization.	15	2.07	20.0	13%	67%	20%
24. Helps guide employees with prioritizing tasks.	15	2.40	53.3	13%	33%	53%
25. Maintains self-control when personally criticized.	15	2.27	53.3	27%	20%	53%

Comments:

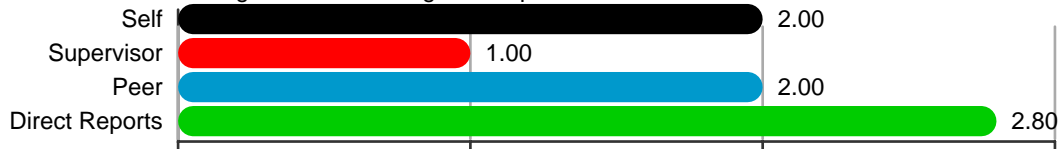
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Uses her people skills to change negative situations into positive.
- Has good intentions, but follow through needs more work.
- ___ handles every situation in a professional manner and she responds promptly to requests.

Change Management

Summary Scores



26. Supports new initiatives for organizational changes to improve effectiveness.



27. Adopts changes to set and example for others to follow.



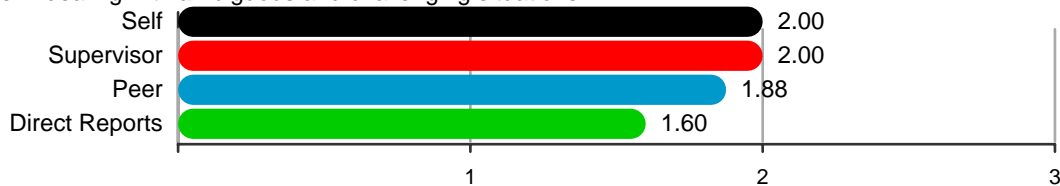
28. Supports the Company's efforts to implement changes.



29. Effective in implementing new organizational vision and values.



30. Effective in dealing with ambiguous and challenging situations.



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).

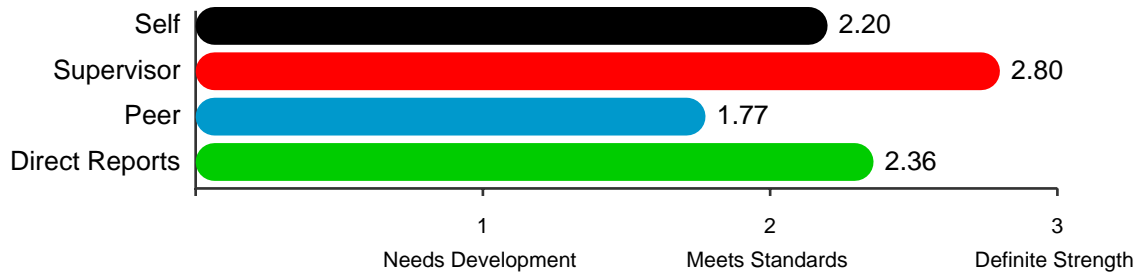
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Supports new initiatives for organizational changes to improve effectiveness.	15	2.20	33.3	13%	53%	33%
27. Adopts changes to set and example for others to follow.	15	2.00	26.7	27%	47%	27%
28. Supports the Company's efforts to implement changes.	15	2.47	53.3	7%	40%	53%
29. Effective in implementing new organizational vision and values.	15	2.60	60.0		40%	60%
30. Effective in dealing with ambiguous and challenging situations.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has great communication skills and is a dependable member of the team.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- She has positive energy, leads by example, and cares about teammates.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.

Commitment To Result

Summary Scores



31. Maintains persistence and dedication to achieving results.



32. Committed to the team.



33. Takes immediate action toward goals.



34. Willing to do whatever it takes-not afraid to have to put in extra effort.



35. Coordinates all department activities into a cohesive team effort.



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).

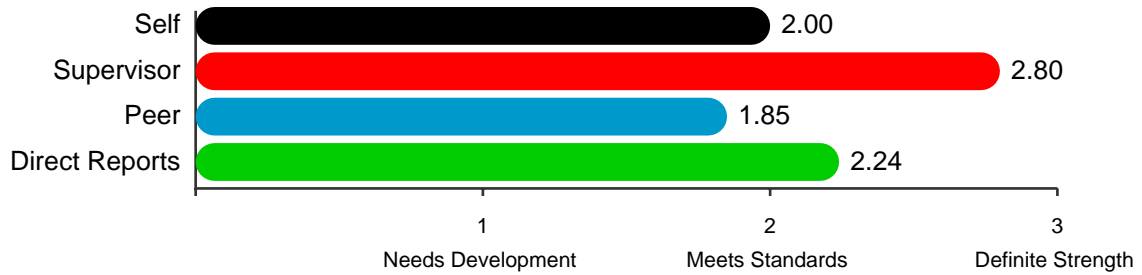
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Maintains persistence and dedication to achieving results.	15	2.13	33.3	20%	47%	33%
32. Committed to the team.	15	2.13	33.3	20%	47%	33%
33. Takes immediate action toward goals.	15	2.07	33.3	27%	40%	33%
34. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	2.13	26.7	13%	60%	27%
35. Coordinates all department activities into a cohesive team effort.	15	1.87	20.0	33%	47%	20%

Comments:

- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- She challenges me every day to be my best and I appreciate that.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.

Safety

Summary Scores



36. Creates accurate and effective measures of safety.



37. Commits adequate resources toward safety measures.



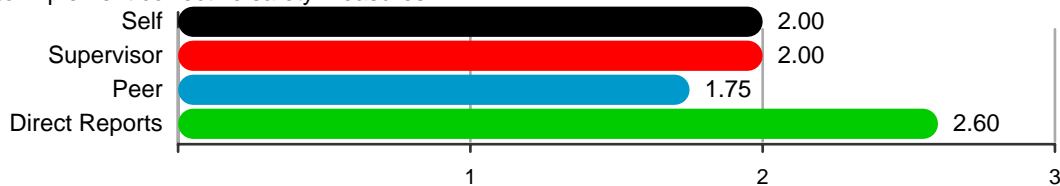
38. Seeks to reduce the likelihood of accidents.



39. Points out behaviors in others that may be unsafe.



40. Works to implement corrective safety measures.



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).

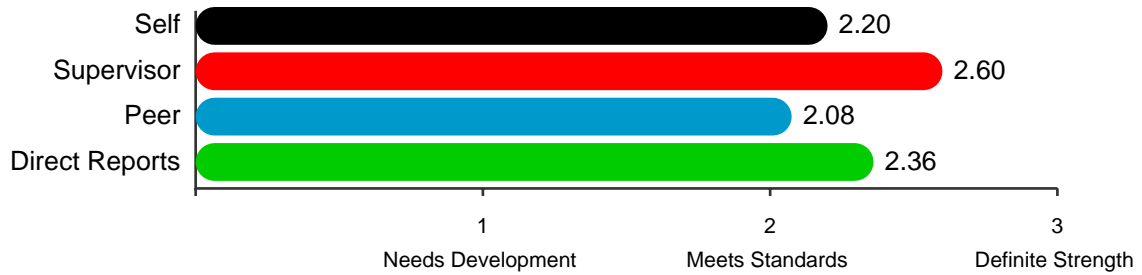
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Creates accurate and effective measures of safety.	15	1.87	20.0	33%	47%	20%
37. Commits adequate resources toward safety measures.	15	1.93	13.3	20%	67%	13%
38. Seeks to reduce the likelihood of accidents.	15	2.07	33.3	27%	40%	33%
39. Points out behaviors in others that may be unsafe.	15	2.33	33.3		67%	33%
40. Works to implement corrective safety measures.	15	2.07	33.3	27%	40%	33%

Comments:

- I will always welcome ___'s direct, honest, caring feedback.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- She is eager to learn and eager to share knowledge.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.

Strategic Focus

Summary Scores



41. Communicates goals and objectives to employees.



42. Able to decline a poor strategy by proposing alternate strategies.



43. Looks for opportunities to enhance contributions to the bottom line.



44. Understands their role within the organization.



45. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



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).

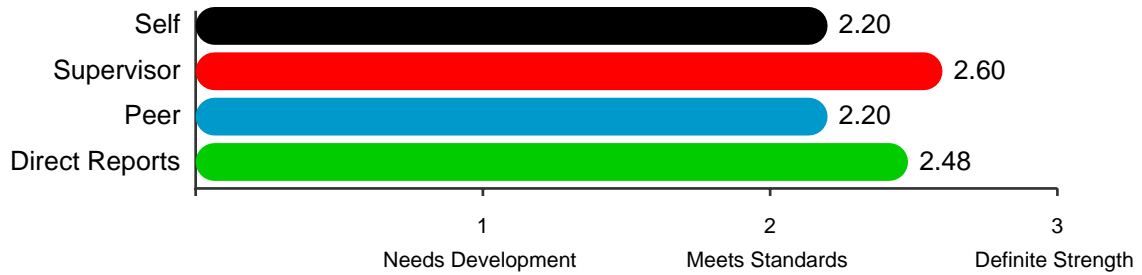
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Communicates goals and objectives to employees.	15	2.00	26.7	27%	47%	27%
42. Able to decline a poor strategy by proposing alternate strategies.	15	2.13	33.3	20%	47%	33%
43. Looks for opportunities to enhance contributions to the bottom line.	15	2.20	40.0	20%	40%	40%
44. Understands their role within the organization.	15	2.20	26.7	7%	67%	27%
45. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.53	60.0	7%	33%	60%

Comments:

- Always steps up if help is needed.
- she is open and willing to share her vision for the team.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- I have seen improvement and will try to encourage even more growth.
- She provides essential data in order to help explain decisions.
- ___'s priority is our customers and community.

Vision

Summary Scores



46. Behaves in a way that is consistent with business values & code of conduct



47. Leads employees in new directions.



48. Demonstrates consistency between words and actions



49. Understands the vision of the Company and promotes it ahead of any self-interests.



50. Creates a common vision for 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Behaves in a way that is consistent with business values & code of conduct	15	2.27	26.7		73%	27%
47. Leads employees in new directions.	15	2.13	26.7	13%	60%	27%
48. Demonstrates consistency between words and actions	15	2.40	40.0		60%	40%
49. Understands the vision of the Company and promotes it ahead of any self-interests.	15	2.47	46.7		53%	47%
50. Creates a common vision for others.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- She is very astute, proactive in problem solving, and a great team member.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- She is very collaborative and always attempts to work with others.

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?

- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.

What do you like best about working with this individual?

- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- ___ exceeds in above in all she does.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- ___ collaborates well with other departments and managers.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.

What do you like least about working with this individual?

- She could improve with a take charge attitude.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- She is, quite simply, the best boss I've ever had.
- She is always looking to and listening to the staff for their and needs.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.

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

- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- Is a fantastic source of feedback and growth development.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- She is a joy to work for.

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

- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- She is a dedicated person who inspires excellence in both staff and customer service.
- ___ excels at customer service and keeping our team focused on the customer.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- She listens to the team.
- I work with ___ regularly and see her interactions with other leaders frequently.

Any final comments?

- Great year of growth!
- ___ not only values and listens to her staff she also gives them the support they need.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- I really enjoy working with ___ and I respect her as a leader and role model.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Demonstrates a focus on the business goals through task prioritization.