



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.

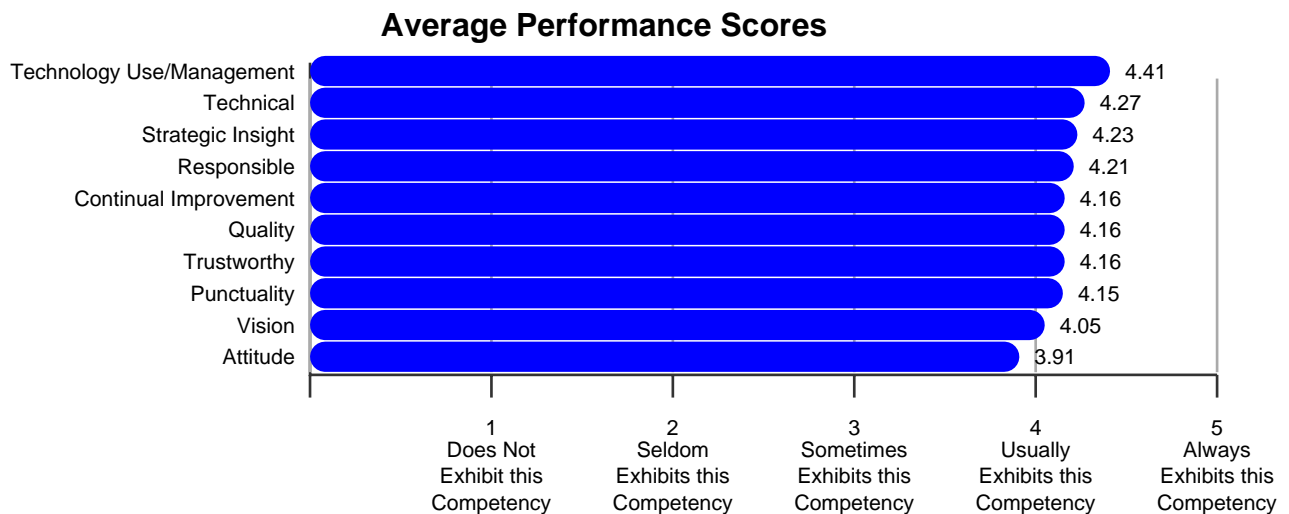
What to Do with Your Feedback

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.



Technology Use/Management

Summary Scores



1. Applies complex rules and regulations to maintain optimal system performance.



2. Understands and is committed to implementing new technologies.



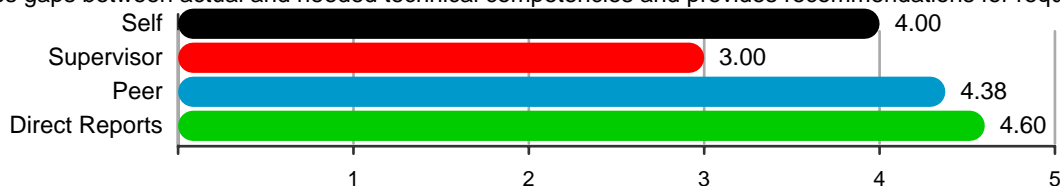
3. Uses technology in decision making and problem solving.



4. Proficient in the use of technical systems and processes.



5. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



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. Applies complex rules and regulations to maintain optimal system performance.	15	4.20	93.3	7%		67%		27%
2. Understands and is committed to implementing new technologies.	15	4.87	100.0	13%		87%		
3. Uses technology in decision making and problem solving.	15	4.27	93.3	7%		60%		33%
4. Proficient in the use of technical systems and processes.	15	4.40	86.7	13%	33%		53%	
5. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.33	93.3	7%		53%		40%

Comments:

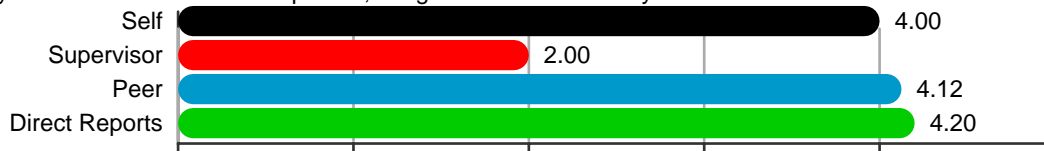
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Communicate regularly with the whole company, not just one department.
- ___ 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.

Technical

Summary Scores



6. Willingly shares information and expertise; sought out as resource by others



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



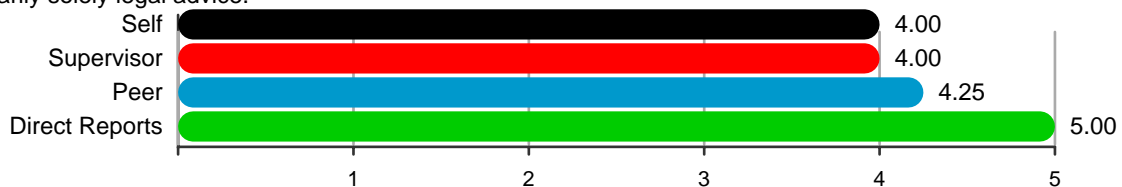
8. Demonstrates mastery of the technical competencies required in his/her work.



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



10. 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.



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).

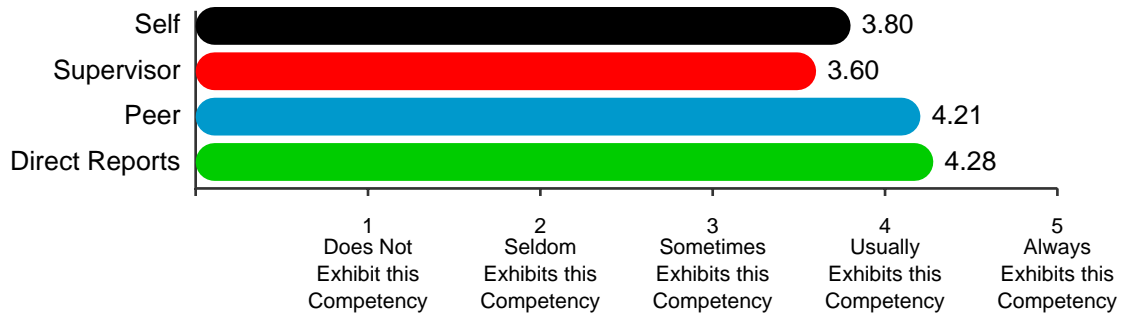
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Willingly shares information and expertise; sought out as resource by others	15	4.00	80.0	7%	13%	53%	27%	
7. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.07	80.0		20%	53%	27%	
8. Demonstrates mastery of the technical competencies required in his/her work.	15	4.33	93.3	7%	47%	47%		
9. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.47	93.3	7%	40%	53%		
10. 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	4.47	93.3	7%	40%	53%		

Comments:

- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She can always be counted on to do what she commits to.
- A willingness and flexibility to pitch in help where needed is important.
- 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!
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.

Continual Improvement

Summary Scores



11. Open to the suggestions from others.



12. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



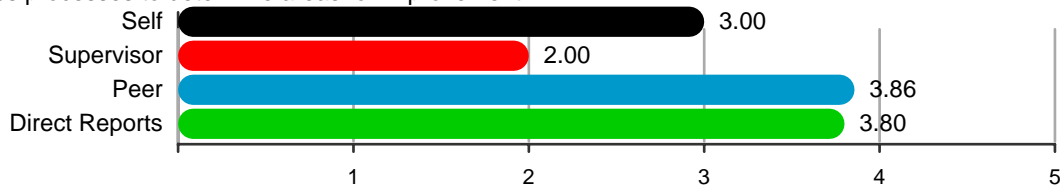
13. Looks for ways to expand and learn new job skills.



14. Looks for ways to expand current job responsibilities.



15. Analyzes processes to determine areas for improvement.



Level of Skill

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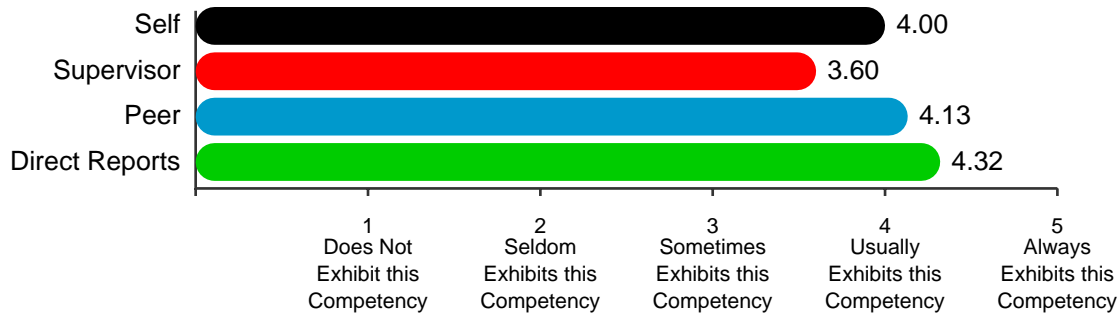
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Open to the suggestions from others.	15	4.60	100.0			40%	60%	
12. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.27	100.0			73%	27%	
13. Looks for ways to expand and learn new job skills.	15	4.33	100.0			67%	33%	
14. Looks for ways to expand current job responsibilities.	15	3.93	73.3	27%		53%	20%	
15. Analyzes processes to determine areas for improvement.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- She has always encouraged others and provided tools for the employee to do so.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.

Punctuality

Summary Scores



16. Arrives to meetings on time.



17. Responds to requests for information in a timely manner.



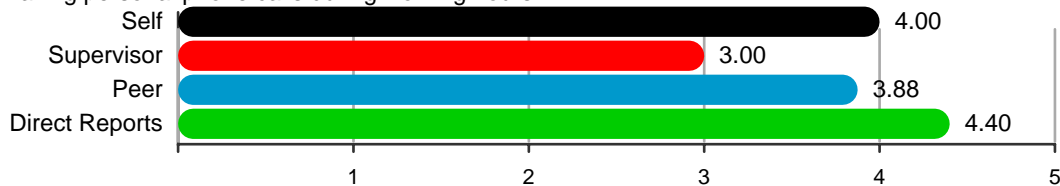
18. Starts the workday when scheduled.



19. Starts meetings on time.



20. Avoids making personal phone calls during working hours.



Level of Skill

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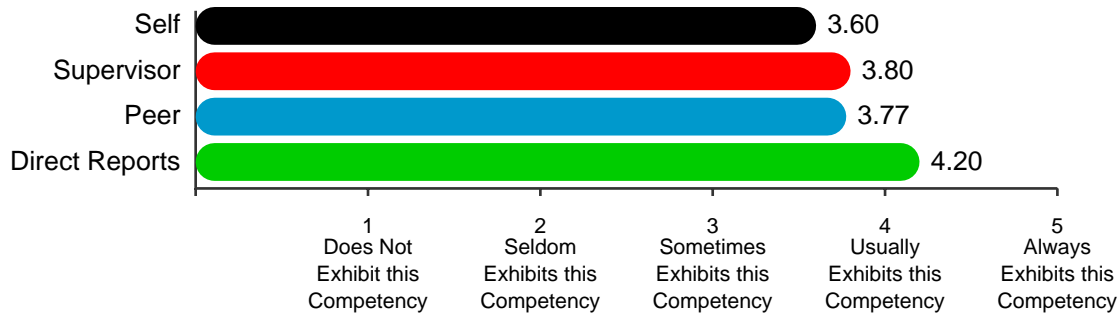
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Arrives to meetings on time.	15	4.33	86.7	13%	40%	47%		
17. Responds to requests for information in a timely manner.	15	4.27	93.3	7%	60%	33%		
18. Starts the workday when scheduled.	14	4.00	92.9	7%	86%	7%		
19. Starts meetings on time.	14	4.14	85.7	7%	7%	50%	36%	
20. Avoids making personal phone calls during working hours.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ is trusting her team, and expecting high standards of behavior from all employees.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- Cannot think of anything
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- ___ is a new manager and it is clear that she wants to do well and engage her team.

Attitude

Summary Scores



21. Shows by their actions that they trust in the positive intentions of others.



22. Contributes to a positive work environment.



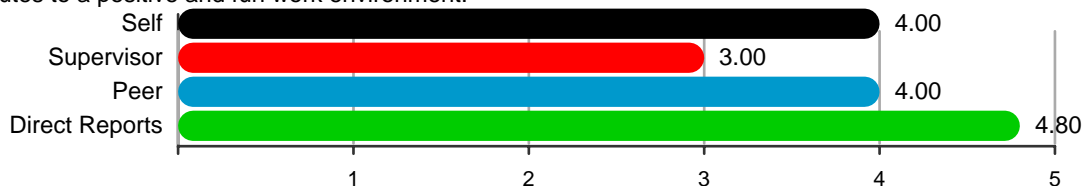
23. Builds open and trusting relationships.



24. Is gracious and professional in their interactions with others.



25. Contributes to a positive and fun work environment.



Level of Skill

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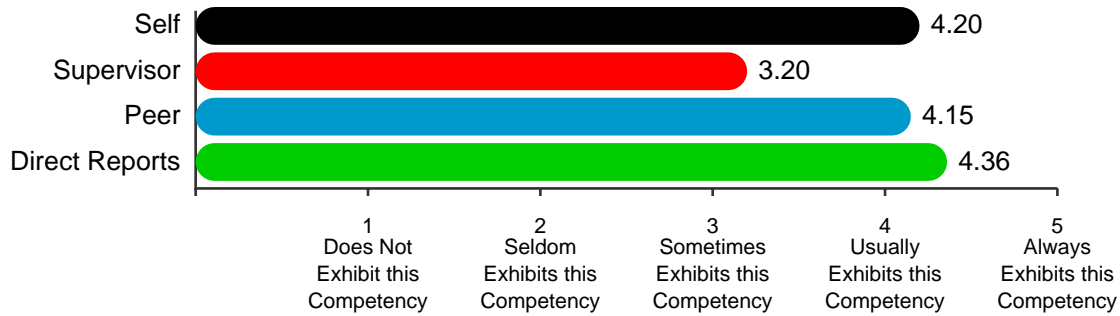
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Shows by their actions that they trust in the positive intentions of others.	15	4.00	66.7	13%	20%	20%	47%	
22. Contributes to a positive work environment.	15	3.47	53.3	13%	33%	47%	7%	
23. Builds open and trusting relationships.	15	3.60	66.7	13%	20%	60%	7%	
24. Is gracious and professional in their interactions with others.	15	4.27	86.7	7%	7%	40%	47%	
25. Contributes to a positive and fun work environment.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

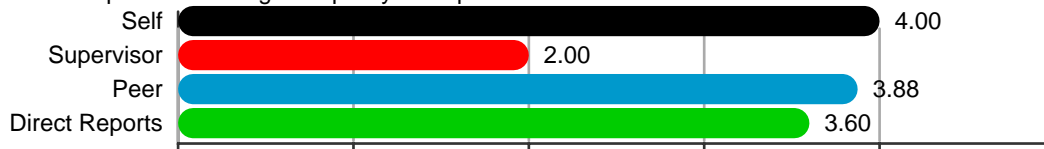
- As a new manager she is progressing very well.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.

Quality

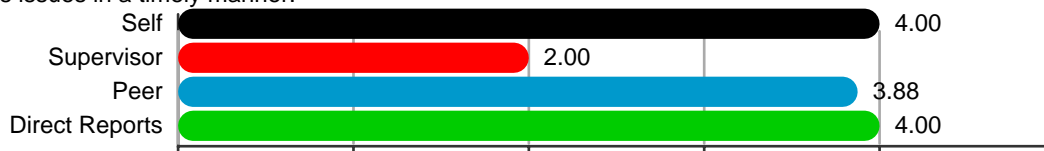
Summary Scores



26. Always strives to produce the highest quality work products.



27. Corrects issues in a timely manner.



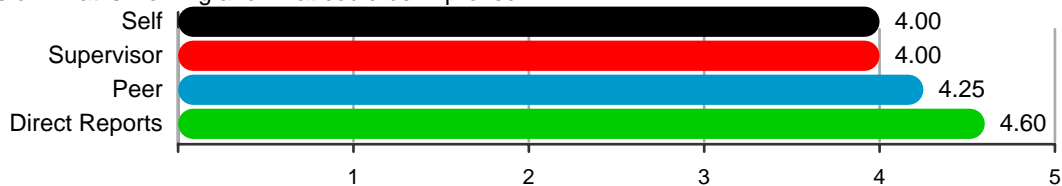
28. Encourages others to produce the highest quality work products.



29. Encourages others to achieve high quality standards.



30. Reflects on what is working and what could be improved.



Level of Skill

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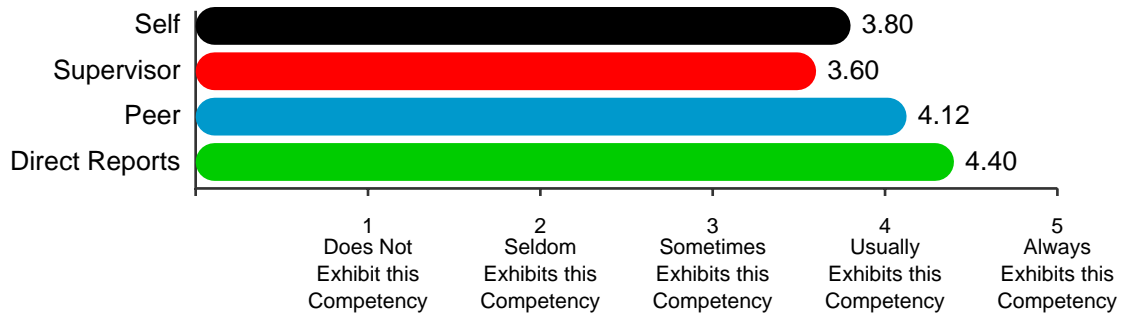
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Always strives to produce the highest quality work products.	15	3.67	66.7	20%	13%	47%	20%	
27. Corrects issues in a timely manner.	15	3.80	73.3	20%	7%	47%	27%	
28. Encourages others to produce the highest quality work products.	15	4.33	86.7		13%	40%	47%	
29. Encourages others to achieve high quality standards.	15	4.67	100.0			33%	67%	
30. Reflects on what is working and what could be improved.	15	4.33	100.0			67%	33%	

Comments:

- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- She is a team player and willing to help other departments and staff when needed.
- Is reliable and keeps the team focused on the delivery of outcomes.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.

Trustworthy

Summary Scores



31. Communicates an understanding of the other person's interests, needs and concerns.



32. Is a person you can trust.



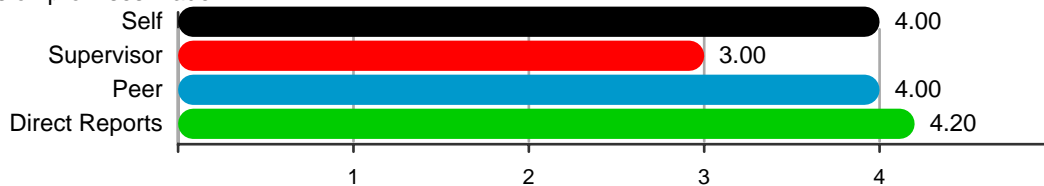
33. Works in a way that makes others want to work with her/him.



34. Builds and maintains the trust of others.



35. Delivers on promises made.



Level of Skill

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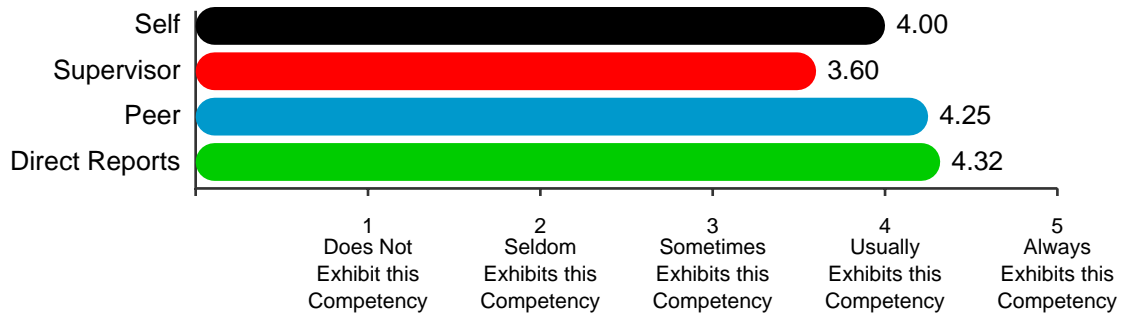
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Communicates an understanding of the other person's interests, needs and concerns.	15	4.07	80.0	20%		53%		27%
32. Is a person you can trust.	15	4.47	100.0		53%		47%	
33. Works in a way that makes others want to work with her/him.	15	4.13	80.0	20%		47%		33%
34. Builds and maintains the trust of others.	15	4.13	86.7	13%		60%		27%
35. Delivers on promises made.	15	4.00	80.0	20%		60%		20%

Comments:

- ____, more than most, takes what we've learned and implements changes.
- When ____ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- I truly enjoy working with _____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- Always conducts herself in a professional manner.

Responsible

Summary Scores



36. Is a person you can trust.



37. Sets high personal standards of performance.



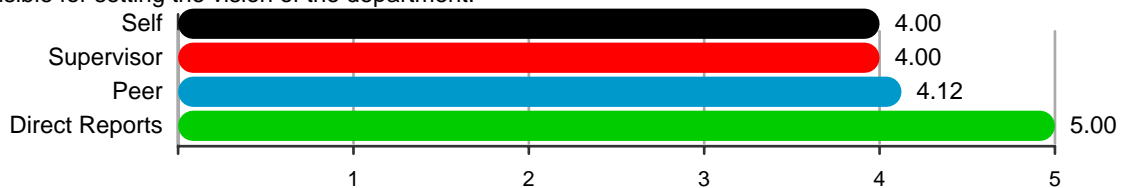
38. Completes assigned work tasks.



39. Sets a good example



40. Responsible for setting the vision of the department.



Level of Skill

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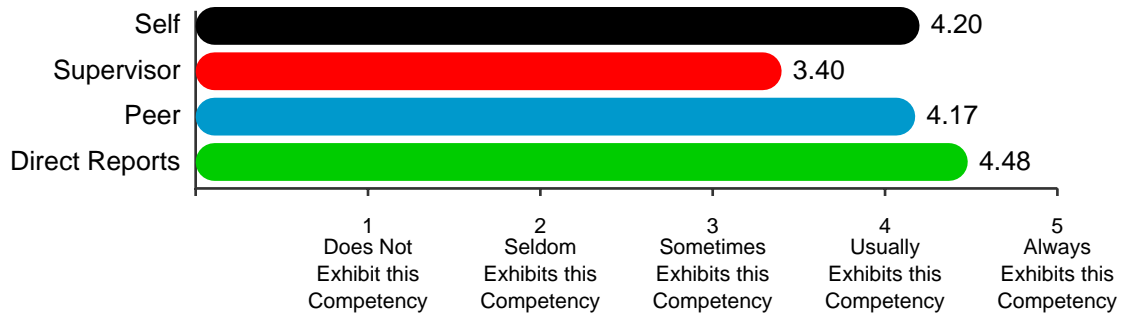
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Is a person you can trust.	15	4.33	100.0			67%		33%
37. Sets high personal standards of performance.	15	3.93	80.0	13%	7%	53%		27%
38. Completes assigned work tasks.	15	4.27	86.7			13%	47%	40%
39. Sets a good example	15	4.13	86.7			13%	60%	27%
40. Responsible for setting the vision of the department.	15	4.40	93.3		7%	47%		47%

Comments:

- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- ___ is a strong leader & mentor.
- Is reliable and keeps the team focused on the delivery of outcomes.
- She takes the time to explain to staff the rationale of changes being made.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.

Strategic Insight

Summary Scores



41. Analyzes records and reports to obtain insight into potential issues and trends.



42. Formulates strategies and action plans to ensure successful completion of goals and objectives.



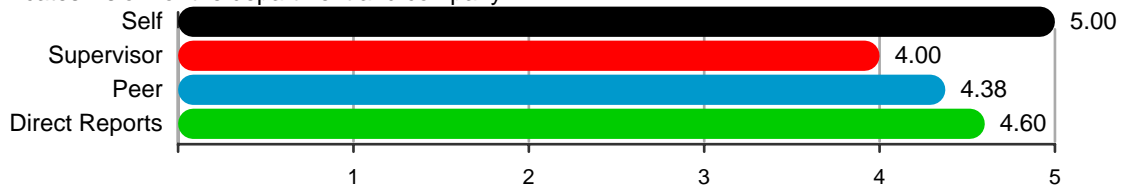
43. Maintains knowledge of current trends in the industry.



44. Identifies root causes of problems.



45. Communicates vision for the department and company.



Level of Skill

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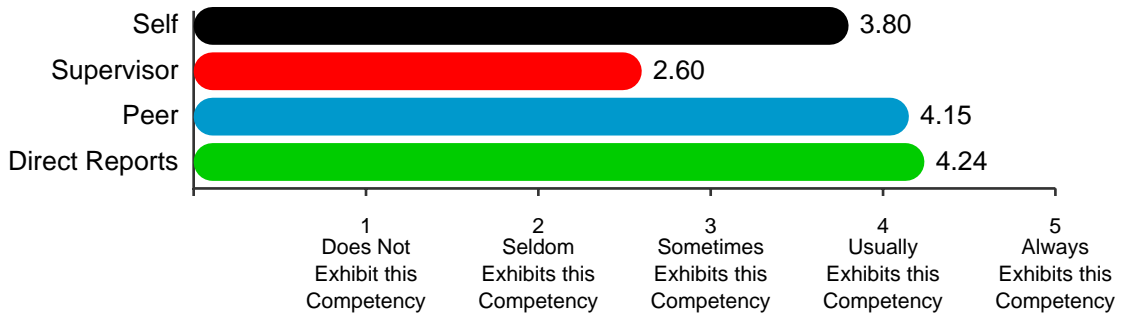
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Analyzes records and reports to obtain insight into potential issues and trends.	15	4.33	93.3	7%	53%		40%	
42. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	4.20	80.0	20%	40%		40%	
43. Maintains knowledge of current trends in the industry.	15	4.13	86.7	13%	60%		27%	
44. Identifies root causes of problems.	15	4.00	86.7	13%	73%		13%	
45. Communicates vision for the department and company.	15	4.47	93.3	7%	40%		53%	

Comments:

- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obviously is very motivated! Thank you for allowing me to participate in her evaluation.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- ___ would be my choice for permanent manager of the department.
- Provide and solicit more frequent feedback.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.

Vision

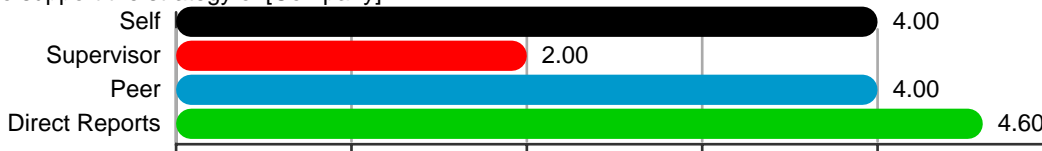
Summary Scores



46. Communicates a vision of where the Company needs to be in the future.



47. Works to support the strategy of [Company]



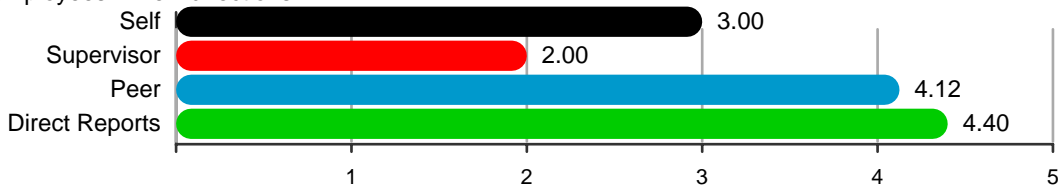
48. Expresses the Company vision in a way that is easily understood and adopted by employees.



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



50. Leads employees in new directions.



Level of Skill

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46. Communicates a vision of where the Company needs to be in the future.	15	3.87	80.0	7%	13%	67%	13%	
47. Works to support the strategy of [Company]	15	4.07	86.7	13%	53%	33%		
48. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	4.13	86.7	13%	60%	27%		
49. Behaves in a way that is consistent with business values & code of conduct	15	4.20	86.7	7%	7%	47%	40%	
50. Leads employees in new directions.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- ___ has been instrumental in the working relationship of our department.
- She is an advocate for [CompanyName].
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- ___ 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 her bringing them before the team for discussion.

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?

- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.

What do you like best about working with this individual?

- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___!
- She has consistently been a strong advocate for me and my team.
- ___ has excellent communication skills.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- ___ is trusting her team, and expecting high standards of behavior from all employees.

What do you like least about working with this individual?

- Under her leadership, the department teams have become very cohesive.
- ___ teams with others to improve communication and process.
- ___ is a steady leader who maintains her objectivity during stressful times.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- I can't think of a single thing ___ could improve upon.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.

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

- ___ is smart, detailed and committed. I appreciate having her on our team.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- I value and appreciate ___ very much.
- ___ has good knowledge and awareness of the strengths and talents within the organization.

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

- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- 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.
- Closes off discussions with action plans.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- ___ has been very supportive of me and the Institute.

Any final comments?

- Positive energy and a team player.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- I think she is doing really good work and I found that to be one area I could list that might help.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- She is such a positive person and always willing to pitch in where help is needed.