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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.

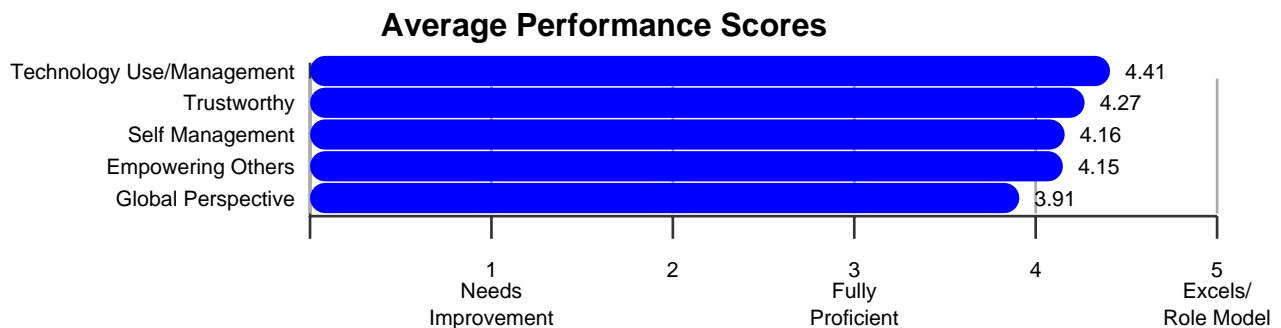
## What to Do with Your Feedback

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

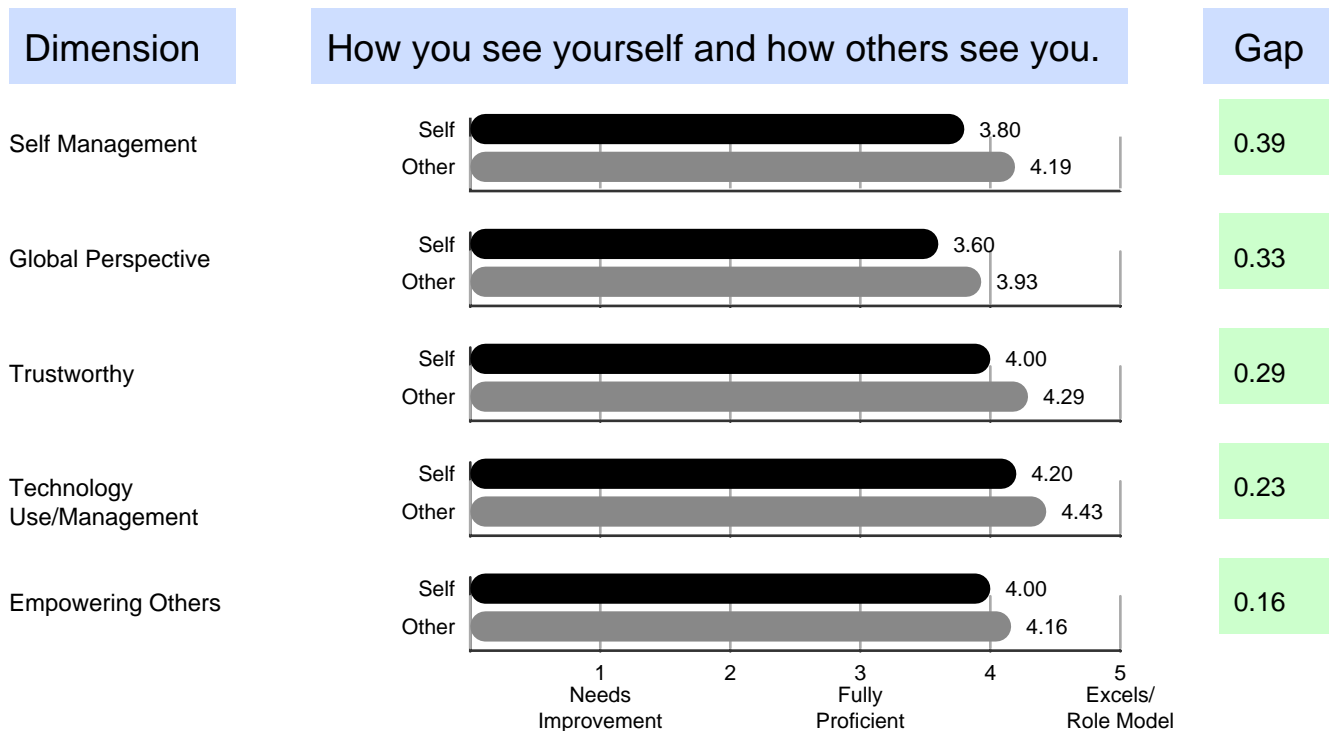
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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.



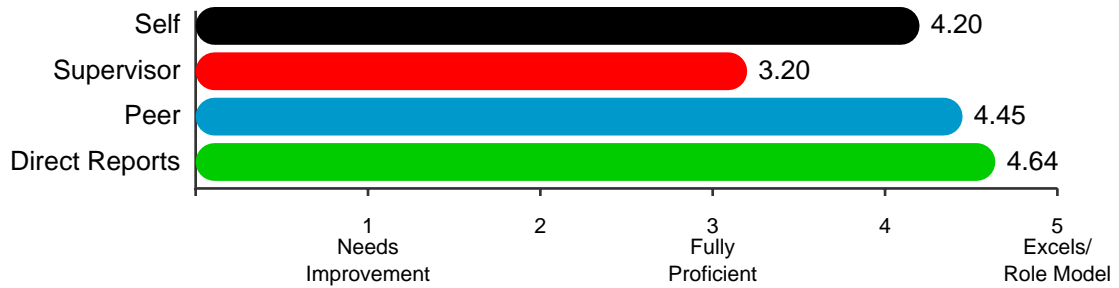
# Gap Analysis

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



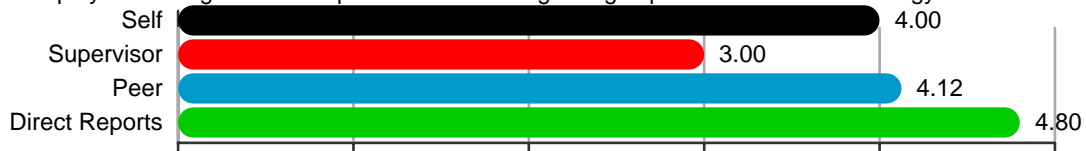
### 1. Uses technology in decision making and problem solving.



### 2. Understands and is committed to implementing new technologies.



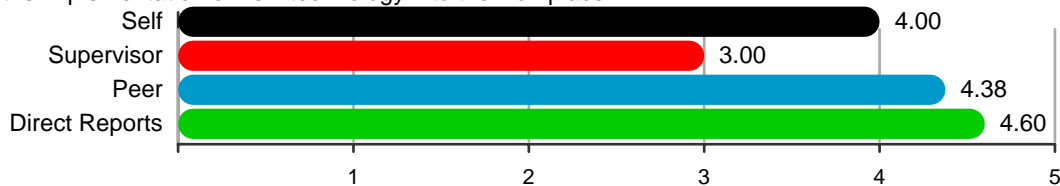
### 3. Supports employee training and development initiatives regarding implementation of technology.



### 4. Supports technical training and development of employees.



### 5. Adopts the implementation of new technology into the workplace.



## 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).

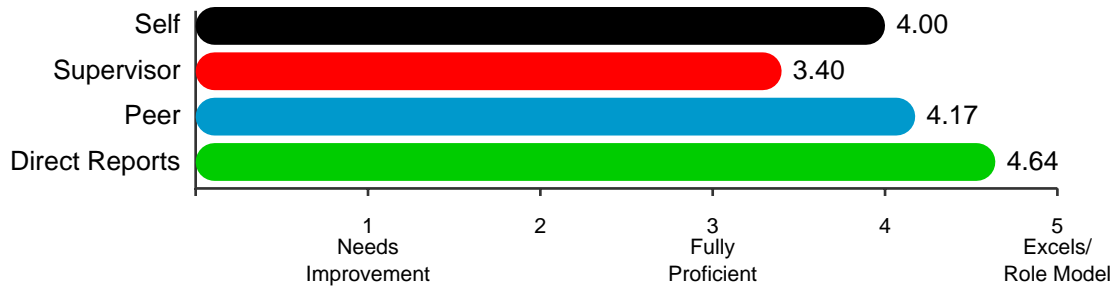
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Uses technology in decision making and problem solving.	15	4.20	93.3	7%	67%	27%
2. Understands and is committed to implementing new technologies.	15	4.87	100.0	13%	87%	
3. Supports employee training and development initiatives regarding implementation of technology.	15	4.27	93.3	7%	60%	33%
4. Supports technical training and development of employees.	15	4.40	86.7	13%	33%	53%
5. Adopts the implementation of new technology into the workplace.	15	4.33	93.3	7%	53%	40%

### Comments:

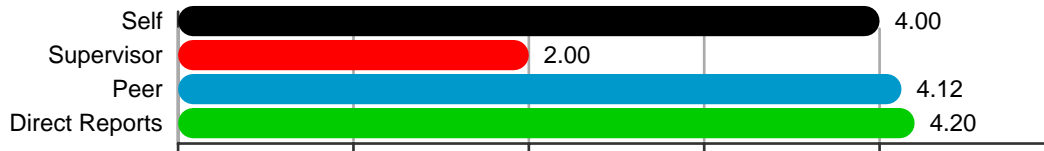
- She is open to new ideas and ways to improve the service we provide.
- She has deep technical expertise in a number of areas of human resource management.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- The progress with customer satisfaction within the division exemplifies \_\_\_'s leadership style. The Department has come a long way with \_\_\_ as manager and I admire the way \_\_\_ and \_\_\_ work together. \_\_\_ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- Is always available to assist with issues, all scopes business or personal.

# Trustworthy

## Summary Scores



### 6. Builds and maintains the trust of others.



### 7. Is trustworthy; is someone I can trust.



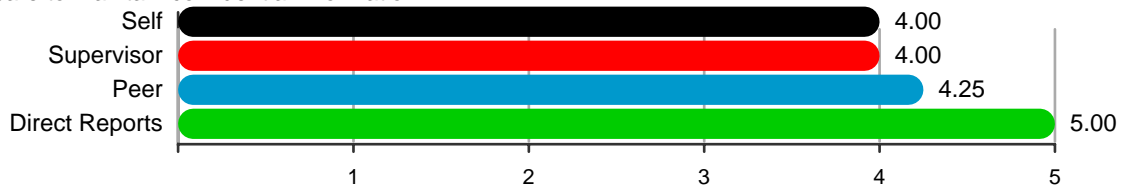
### 8. Works in a way that makes others want to work with her/him.



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



### 10. Takes care to maintain confidential information.



## Level of Skill

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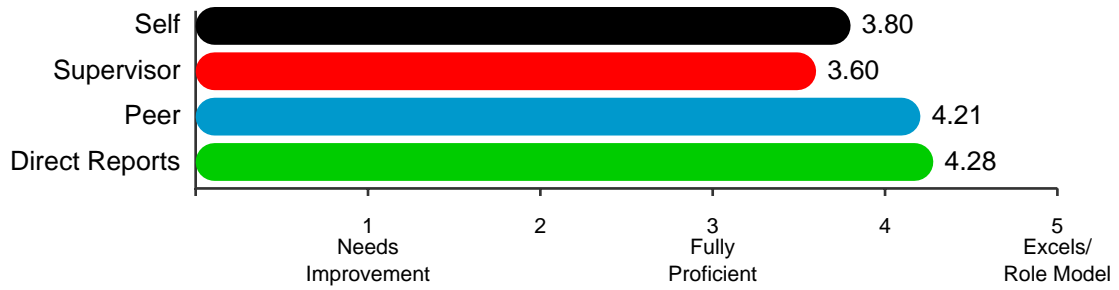
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Builds and maintains the trust of others.	15	4.00	80.0	7%	13%	53%	27%
7. Is trustworthy; is someone I can trust.	15	4.07	80.0		20%	53%	27%
8. Works in a way that makes others want to work with her/him.	15	4.33	93.3	7%		47%	47%
9. Communicates an understanding of the other person's interests, needs and concerns.	15	4.47	93.3	7%		40%	53%
10. Takes care to maintain confidential information.	15	4.47	93.3	7%		40%	53%

### Comments:

- I think \_\_\_ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- Is viewed by many as a strong organizational resource.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- \_\_\_ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

# Self Management

## Summary Scores



11. Analyzes interpersonal problems instead of reacting to them.



12. Consciously controls own negative emotions in order to keep team morale up.



13. Does not allow own emotions to interfere with the performance of others.



14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



15. Steps away from a situation to process appropriate response.





## Level of Skill

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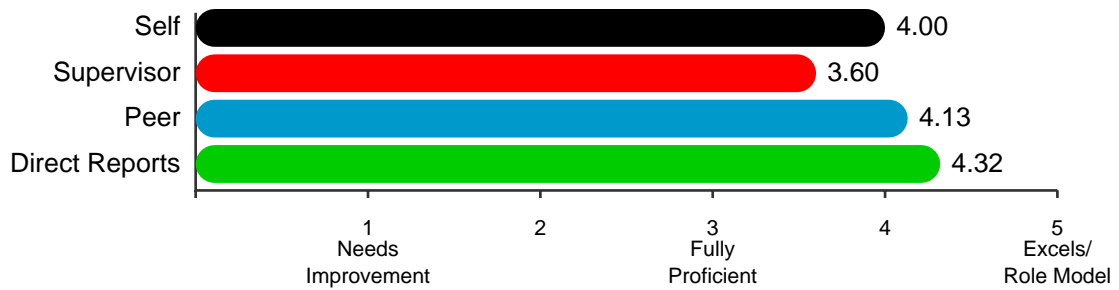
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Analyzes interpersonal problems instead of reacting to them.	15	4.60	100.0	40%	60%	
12. Consciously controls own negative emotions in order to keep team morale up.	15	4.27	100.0	73%		27%
13. Does not allow own emotions to interfere with the performance of others.	15	4.33	100.0	67%		33%
14. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.93	73.3	27%	53%	20%
15. Steps away from a situation to process appropriate response.	14	3.64	57.1	14%	29%	36%

### Comments:

- \_\_\_ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- \_\_\_ works to keep up but a lot of new concepts.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- I think \_\_\_ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.

# Empowering Others

## Summary Scores



### 16. Supports the decisions of others.



### 17. Provides support and resources needed to accomplish goals.



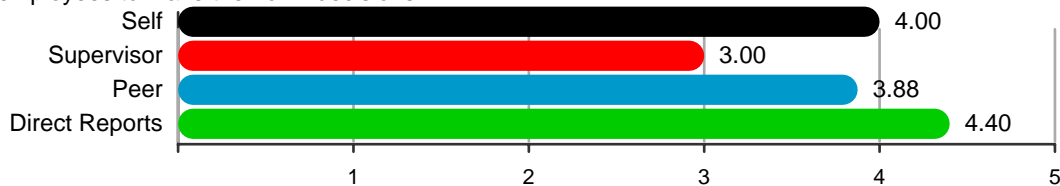
### 18. Gives employees input into the decision making process.



### 19. Set clear goals for assignments.



### 20. Allows employees to make their own decisions.



## Level of Skill

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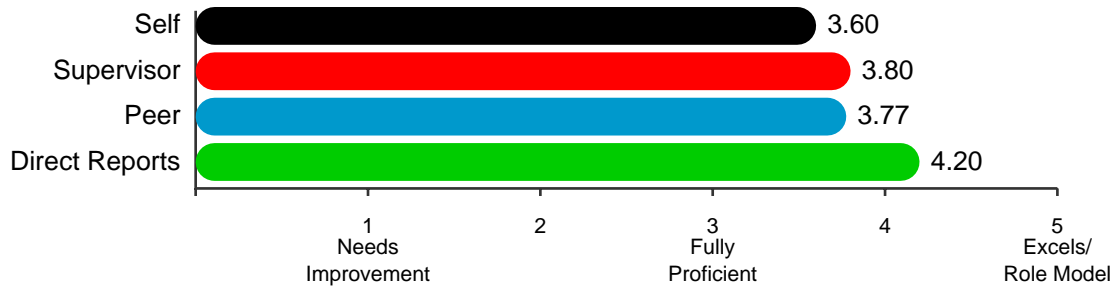
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Supports the decisions of others.	15	4.33	86.7	13%		40%		47%
17. Provides support and resources needed to accomplish goals.	15	4.27	93.3	7%		60%		33%
18. Gives employees input into the decision making process.	14	4.00	92.9	7%		86%		7%
19. Set clear goals for assignments.	14	4.14	85.7	7%	7%	50%		36%
20. Allows employees to make their own decisions.	15	4.00	66.7	7%	27%	27%		40%

### Comments:

- \_\_\_ is a good leader because she gives examples through her own behavior.
- Always has a positive, cheerful, and strong attitude.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- I've only had the pleasure of working with \_\_\_ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- She is the only manager in the department to help us when we are short.
- The department director should have the authority to lead the team toward the vision laid out by the VP.

# Global Perspective

## Summary Scores



21. Works well with others from different cultural backgrounds.



22. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.



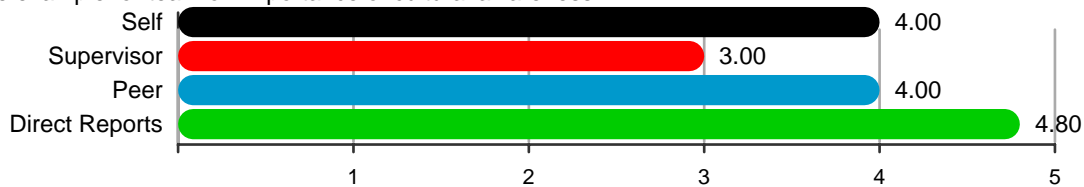
23. Is able to work with individuals having different backgrounds and cultures.



24. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.



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



### 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
21. Works well with others from different cultural backgrounds.	15	4.00	66.7	13%	20%	20%	47%	
22. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.47	53.3	13%	33%	47%	7%	
23. Is able to work with individuals having different backgrounds and cultures.	15	3.60	66.7	13%	20%	60%	7%	
24. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	4.27	86.7	7%	7%	40%	47%	
25. Sets the example for team on importance of cultural awareness.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

- \_\_\_ does an excellent job in her role.
- \_\_\_ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- \_\_\_ does a great job at demonstrating the value of her team to the organization.
- Outstanding leader.

## 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?

- In my opinion, \_\_\_ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop \_\_\_.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- \_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.
- Take charge without being pushed to do so.
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.

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

- Great addition to our team!
- \_\_\_ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- I think \_\_\_ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- \_\_\_ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- She will sit down with all parties involved before she makes a decision.

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

- \_\_\_ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Confidence, Attitude, Desire to learn.
- She's a good and reliable team member.
- \_\_\_ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- The department is lucky to have her.
- \_\_\_ 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.

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

- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- The work \_\_\_ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- \_\_\_ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- I value and appreciate \_\_\_ very much.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- \_\_\_ communicates her expectations of the team well and involves them in the process improvement plans.

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

- Attitude is there; however, follow through is lacking at times.
- I appreciate her commitment in this area.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- Appreciate \_\_\_'s calm approach
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- Engagement is an area where \_\_\_ has improved by being more in-tune with department needs. She listens more and asks great questions.

### Any final comments?

- Dedicated to the customer and community, she is worth her weight in gold.
- Is very upbeat and quick to contribute to the team.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.
- I admire \_\_\_'s decision making skills when it comes to hiring new employees for our department.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.