

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.

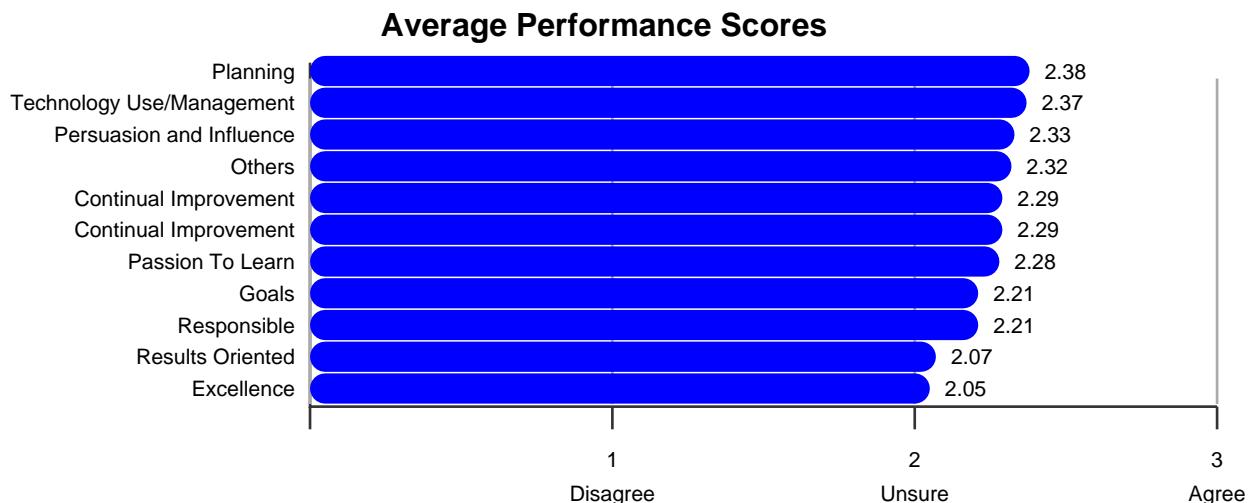
What to Do with Your Feedback

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

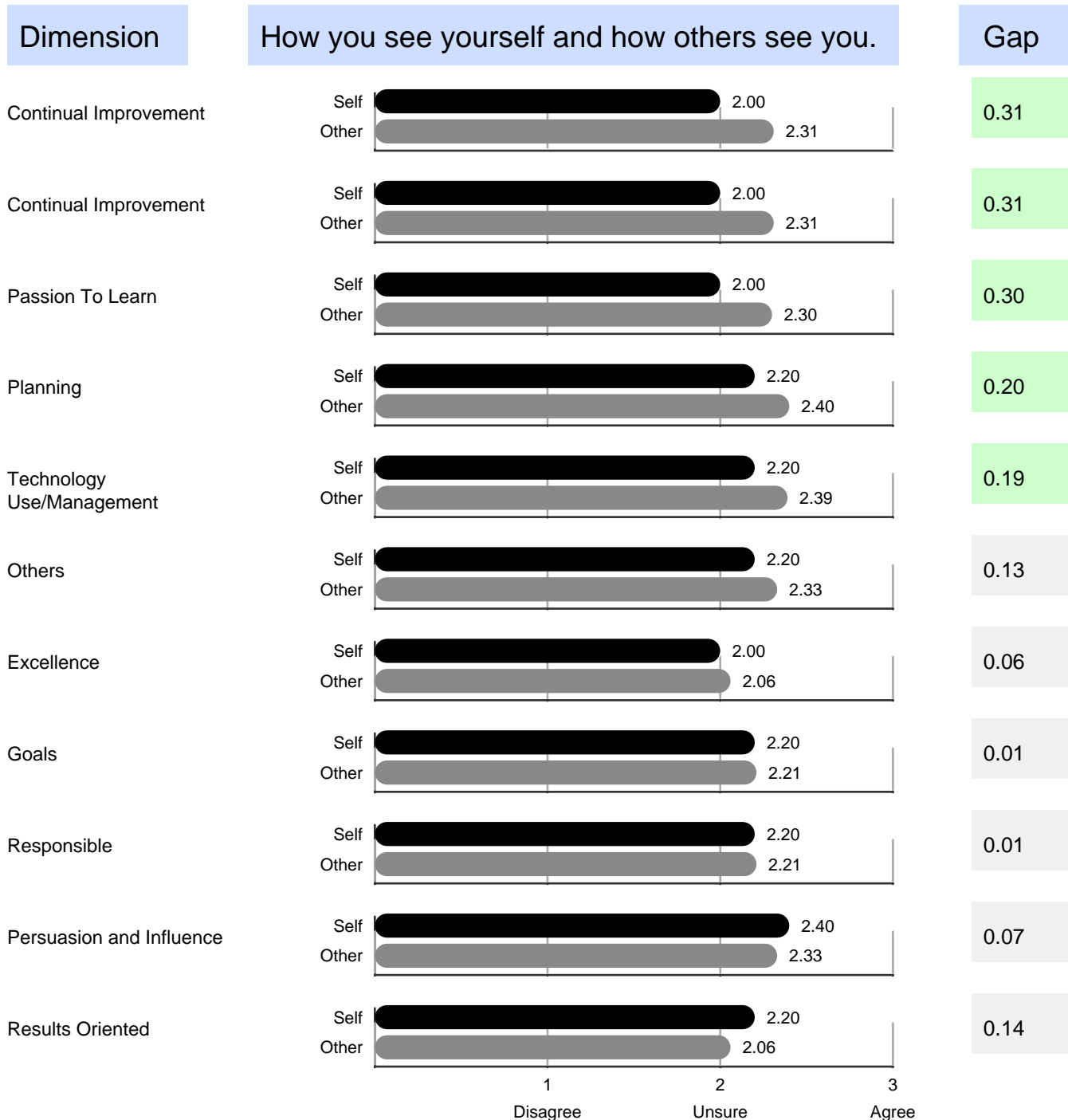
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



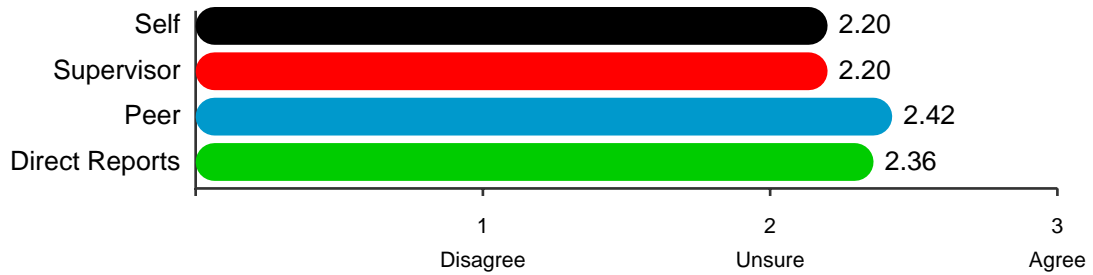
Gap Analysis

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

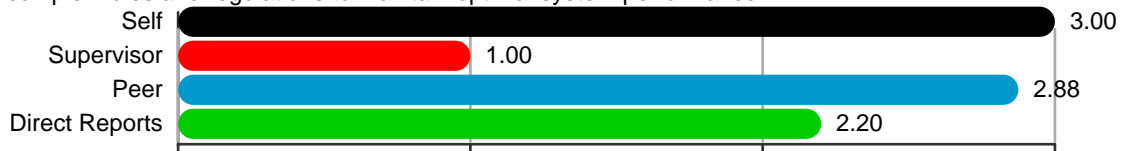
Summary Scores



1. Supports employee training and development initiatives regarding implementation of technology.



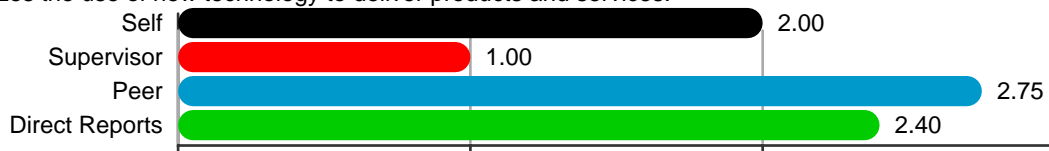
2. Applies complex rules and regulations to maintain optimal system performance.



3. Uses technology in decision making and problem solving.



4. Maximizes the use of new technology to deliver products and services.



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 (Disagree) to green (Agree).

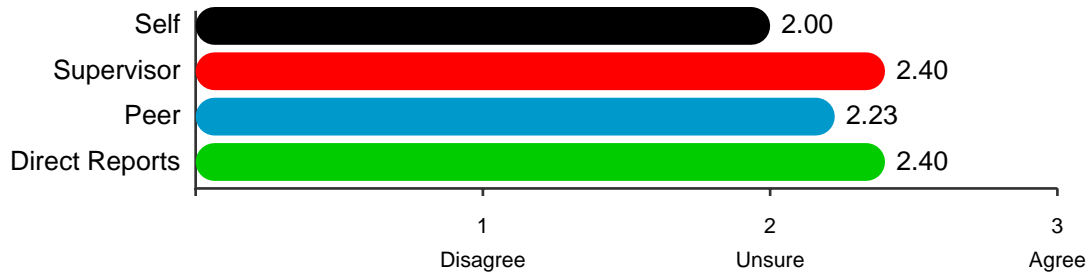
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Supports employee training and development initiatives regarding implementation of technology.	15	2.27	33.3	7%	60%	33%
2. Applies complex rules and regulations to maintain optimal system performance.	15	2.53	73.3	20%	7%	73%
3. Uses technology in decision making and problem solving.	15	2.33	40.0	7%	53%	40%
4. Maximizes the use of new technology to deliver products and services.	15	2.47	53.3	7%	40%	53%
5. Adopts the implementation of new technology into the workplace.	15	2.27	40.0	13%	47%	40%

Comments:

- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- She consistently involves employees in shared decision making.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.

Passion To Learn

Summary Scores



6. Enjoys learning new skills and techniques.



7. Takes initiative for own learning and development.



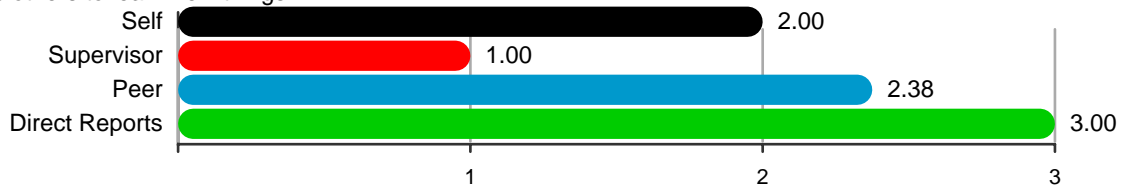
8. Constantly enhances product knowledge through experimentation and play.



9. Exhibits willingness to upgrade skills through additional training and education.



10. Inspires others to learn new things.



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 (Disagree) to green (Agree).

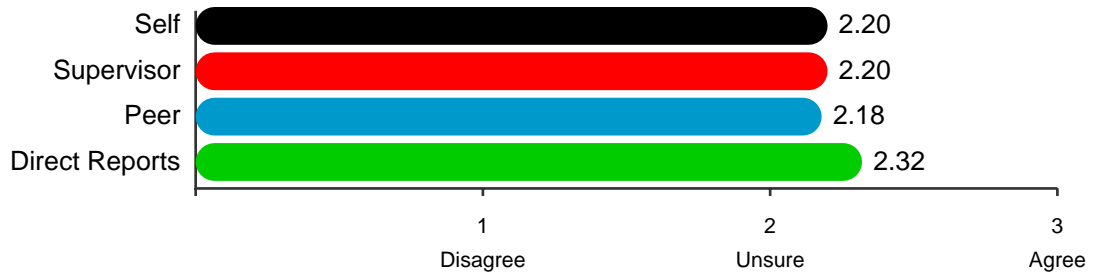
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Enjoys learning new skills and techniques.	15	2.13	33.3	20%	47%	33%
7. Takes initiative for own learning and development.	15	2.07	26.7	20%	53%	27%
8. Constantly enhances product knowledge through experimentation and play.	15	2.33	40.0	7%	53%	40%
9. Exhibits willingness to upgrade skills through additional training and education.	15	2.40	53.3	13%	33%	53%
10. Inspires others to learn new things.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is trusting her team, and expecting high standards of behavior from all employees.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- ___ 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 her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- 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.
- There are a lot of great features this system has to offer and ___ has challenges at times.

Continual Learning

Summary Scores



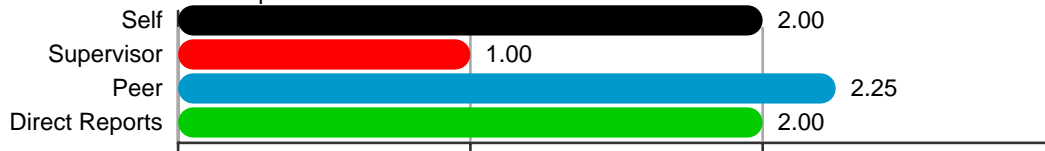
11. Pursues learning that will enhance job performance.



12. Shares best practices with others and learns from others.



13. Is open to new ideas and concepts.



14. Builds on their strengths while addressing their weaknesses.



15. Pursues professional development opportunities when they arise.



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 (Disagree) to green (Agree).

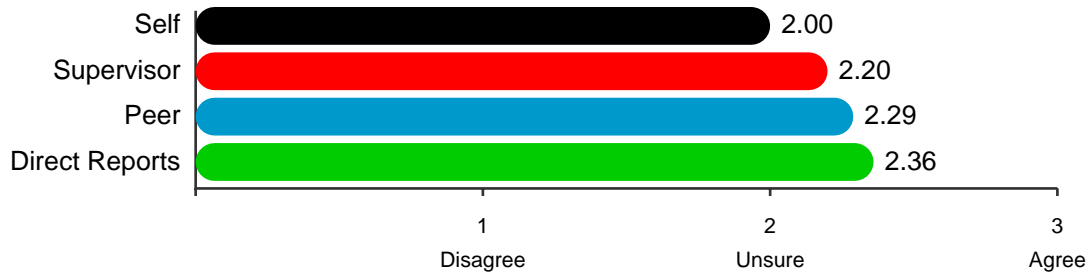
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Pursues learning that will enhance job performance.	15	2.33	40.0	7%	53%	40%
12. Shares best practices with others and learns from others.	15	2.07	20.0	13%	67%	20%
13. Is open to new ideas and concepts.	15	2.07	26.7	20%	53%	27%
14. Builds on their strengths while addressing their weaknesses.	15	2.27	40.0	13%	47%	40%
15. Pursues professional development opportunities when they arise.	14	2.43	50.0	7%	43%	50%

Comments:

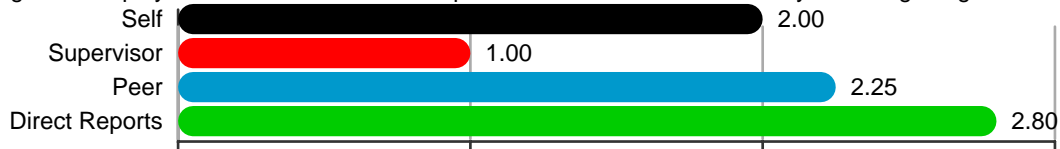
- She provided coaching and support to improve this individual's performance.
- She is truly dedicated to doing a good job, by helping us do a good job.
- She has great sense of vision and purpose for the division and organization as a whole.
- ___ is a great team player with an employee safety and satisfaction focus.
- ___ 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. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- I enjoy working with ___ very much.

Continual Improvement

Summary Scores



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



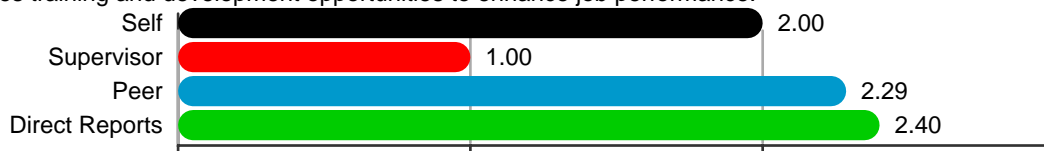
17. Looks for ways to expand and learn new job skills.



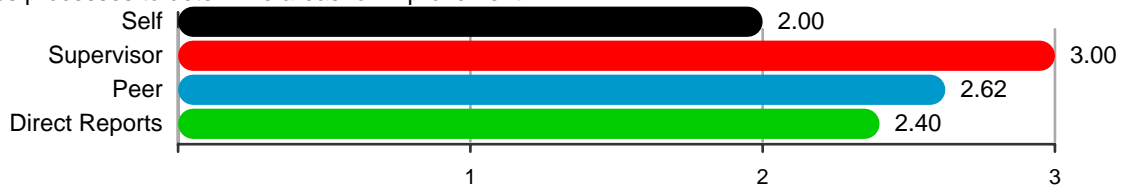
18. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



19. Promotes training and development opportunities to enhance job performance.



20. Analyzes processes to determine areas for improvement.



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 (Disagree) to green (Agree).

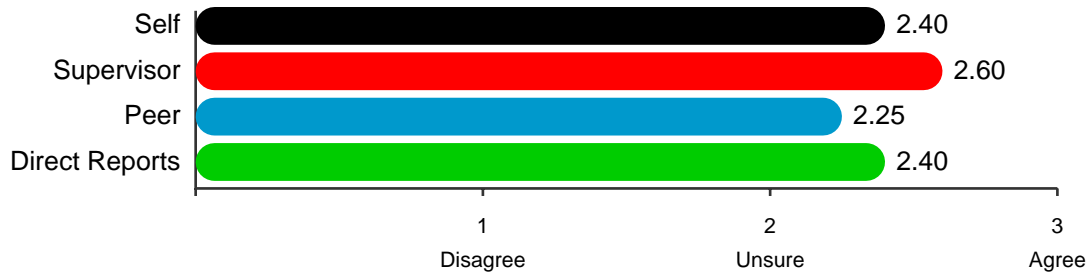
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.33	46.7	13%	40%	47%
17. Looks for ways to expand and learn new job skills.	15	2.33	40.0	7%	53%	40%
18. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	14	2.00	14.3	14%	71%	14%
19. Promotes training and development opportunities to enhance job performance.	14	2.21	42.9	21%	36%	43%
20. Analyzes processes to determine areas for improvement.	15	2.53	60.0	7%	33%	60%

Comments:

- Constantly working on improving the customer experience.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- I envy her versatility in working with a wide variety of issues and topics.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- She is a strong leader complemented with sound judgement

Persuasion and Influence

Summary Scores



21. Able to express own goals and needs.



22. Communicates effectively with others.



23. Persuades others to consider alternative points of view.



24. Understanding what others need.



25. Attempts to persuade others rather than simply control them.



Level of Skill

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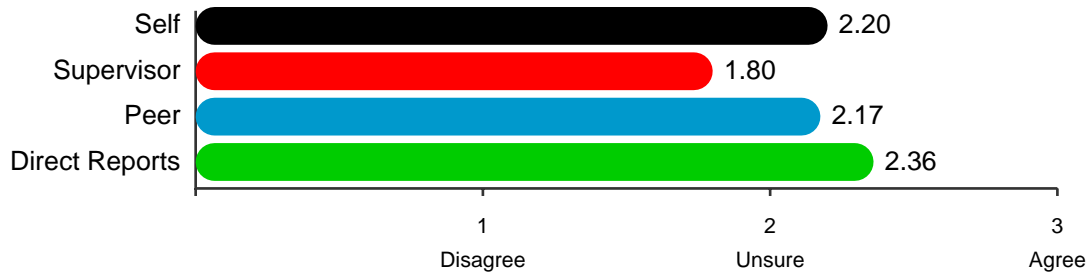
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Able to express own goals and needs.	15	2.60	66.7	7%	27%	67%
22. Communicates effectively with others.	15	2.33	40.0	7%	53%	40%
23. Persuades others to consider alternative points of view.	15	2.07	20.0	13%	67%	20%
24. Understanding what others need.	15	2.40	53.3	13%	33%	53%
25. Attempts to persuade others rather than simply control them.	15	2.27	53.3	27%	20%	53%

Comments:

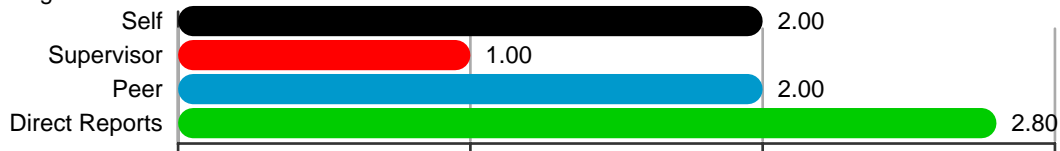
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- She is a natural and perfect fit for the CFO position.

Goals

Summary Scores



26. Goal Setting



27. Makes sure that I have a clear idea of our group's goals.



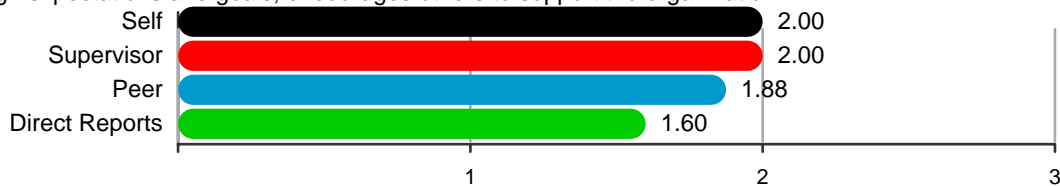
28. Conducts timely follow-up; keeps others informed on a need to know basis.



29. Establishes and documents goals and objectives.



30. Sets high expectations and goals; encourages others to support the organization.



Level of Skill

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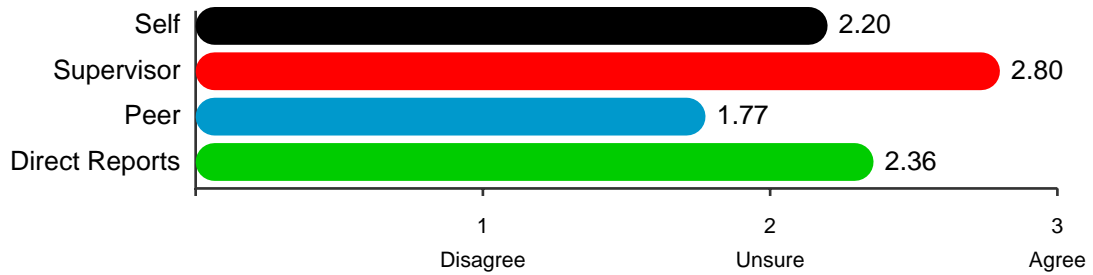
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Goal Setting	15	2.20	33.3	13%	53%	33%
27. Makes sure that I have a clear idea of our group's goals.	15	2.00	26.7	27%	47%	27%
28. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.47	53.3	7%	40%	53%
29. Establishes and documents goals and objectives.	15	2.60	60.0		40%	60%
30. Sets high expectations and goals; encourages others to support the organization.	15	1.80	13.3	33%	53%	13%

Comments:

- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- Great year of growth!
- Her communication is precise and at times short when some would prefer a greater detailed account.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She has been influential in our focus on the future.

Results Oriented

Summary Scores



31. Works toward achievement of goals even when confronted with obstacles.



32. Explains the "whys" behind organizational objectives



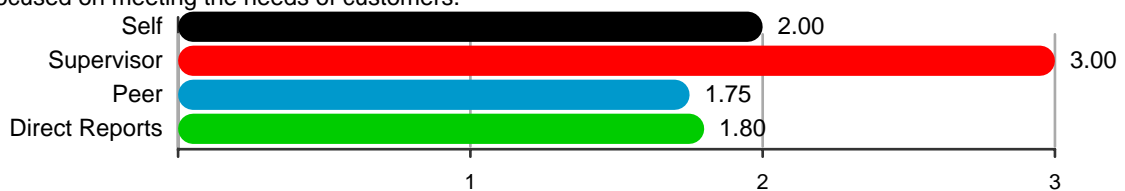
33. Provides clear expectations for employees.



34. Helps others when free-time is available.



35. Stays focused on meeting the needs of customers.



Level of Skill

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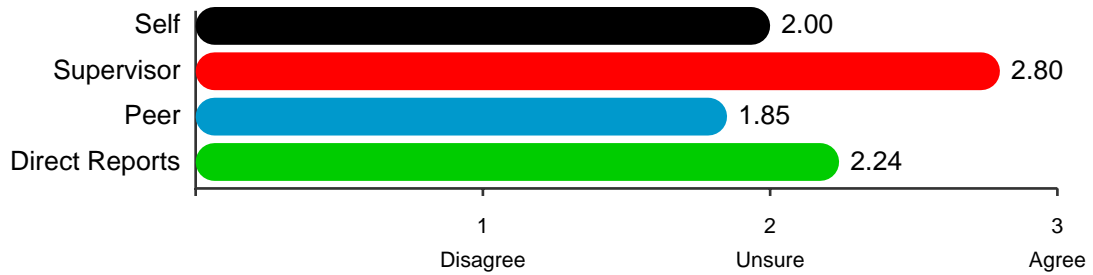
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Works toward achievement of goals even when confronted with obstacles.	15	2.13	33.3	20%	47%	33%
32. Explains the "whys" behind organizational objectives	15	2.13	33.3	20%	47%	33%
33. Provides clear expectations for employees.	15	2.07	33.3	27%	40%	33%
34. Helps others when free-time is available.	15	2.13	26.7	13%	60%	27%
35. Stays focused on meeting the needs of customers.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ can be counted on for her reliability.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- I appreciate her receptiveness and openness and her sense of humor.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.

Excellence

Summary Scores



36. Demonstrates the analytical skills to do their job.



37. Can be counted on to add value wherever they are involved.



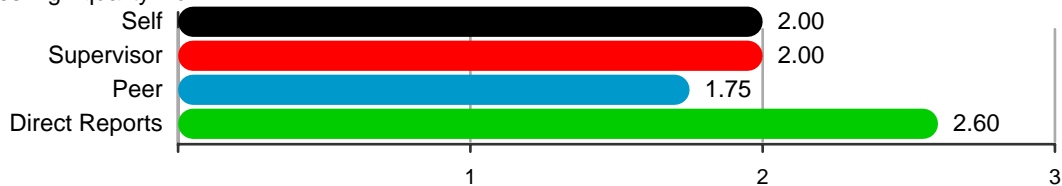
38. Is planful and organized.



39. Takes a lot of pride in their work.



40. Produces high quality work.



Level of Skill

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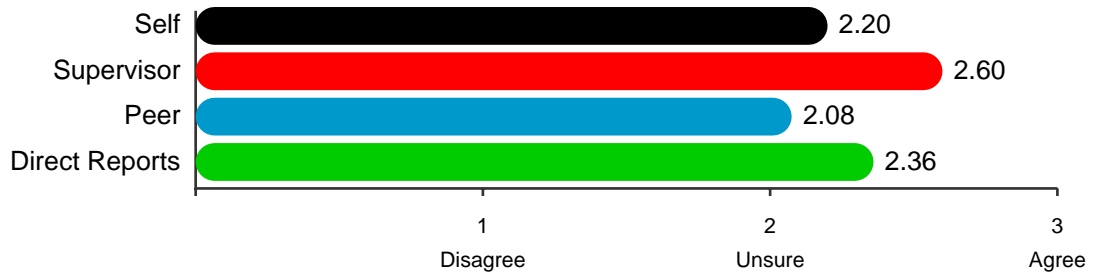
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Demonstrates the analytical skills to do their job.	15	1.87	20.0	33%	47%	20%
37. Can be counted on to add value wherever they are involved.	15	1.93	13.3	20%	67%	13%
38. Is planful and organized.	15	2.07	33.3	27%	40%	33%
39. Takes a lot of pride in their work.	15	2.33	33.3		67%	33%
40. Produces high quality work.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- Cannot think of anything
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- ___ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. ___ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.

Responsible

Summary Scores



41. Holds herself / himself accountable to goals / objectives



42. Behavior is ethical and honest.



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



44. Responsible for setting the vision of the department.



45. Is a person you can trust.



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 (Disagree) to green (Agree).

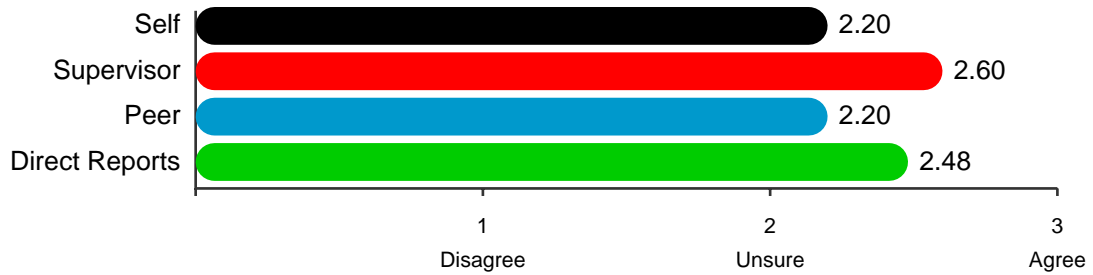
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Holds herself / himself accountable to goals / objectives	15	2.00	26.7	27%	47%	27%
42. Behavior is ethical and honest.	15	2.13	33.3	20%	47%	33%
43. Works in a way that makes others want to work with her/him.	15	2.20	40.0	20%	40%	40%
44. Responsible for setting the vision of the department.	15	2.20	26.7	7%	67%	27%
45. Is a person you can trust.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- ___ 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 ___ !
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.

Others

Summary Scores



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



47. Works effectively with people from other departments.



48. Treats others with respect and dignity.



49. Works across boundaries within the organization.



50. Consistently demonstrates ability and willingness to trust 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 (Disagree) to green (Agree).

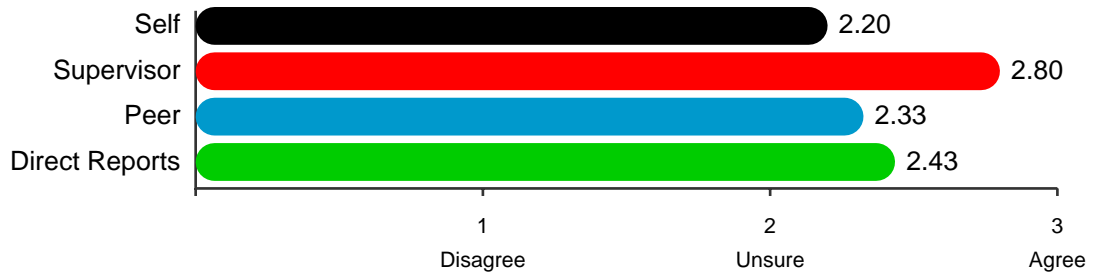
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Supports the efforts of other employees in implementing solutions to problems.	15	2.27	26.7		73%	27%
47. Works effectively with people from other departments.	15	2.13	26.7	13%	60%	27%
48. Treats others with respect and dignity.	15	2.40	40.0		60%	40%
49. Works across boundaries within the organization.	15	2.47	46.7		53%	47%
50. Consistently demonstrates ability and willingness to trust others.	15	2.33	46.7	13%	40%	47%

Comments:

- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- I feel ___ always has the customer's best interest at heart.

Planning

Summary Scores



51. Able to identify the needs of the department before a major change.



52. Able to look ahead (beyond the present) when addressing the work/needs of the department.



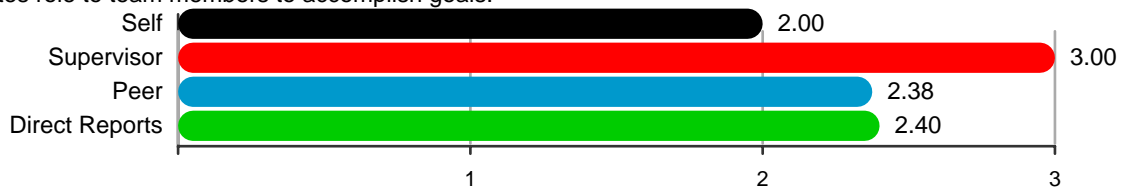
53. Works in an organized manner



54. Anticipates obstacles and ways to overcome them.



55. Delegates role to team members to accomplish goals.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Able to identify the needs of the department before a major change.	14	2.21	28.6	7%	64%	29%
52. Able to look ahead (beyond the present) when addressing the work/needs of the department.	14	2.29	42.9	14%	43%	43%
53. Works in an organized manner	15	2.53	53.3		47%	53%
54. Anticipates obstacles and ways to overcome them.	15	2.47	46.7		53%	47%
55. Delegates role to team members to accomplish goals.	15	2.40	40.0		60%	40%

Comments:

- She is also very enthusiastic and energetic.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- ___ has been so helpful to me as a new manager.
- I value ___ for so much more than her negotiating skills which are outstanding.
- Your initiative influences others in a positive way.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.

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 has established credibility and trust with all the directors and managers.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- She knows her subject matter!
- 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 her and areas that our work touches.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.

What do you like best about working with this individual?

- ___ delegates very effectively.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- ___ is the absolute definition of team player.
- She involves our team and holds us accountable out of respect.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.

What do you like least about working with this individual?

- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- Attitude is there; however, follow through is lacking at times.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.

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

- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. Her support during this transition was extremely helpful to me.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

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

- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- She is showing more comfort in providing and receiving critical feedback.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.

Any final comments?

- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- Shows curiosity.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.