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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.

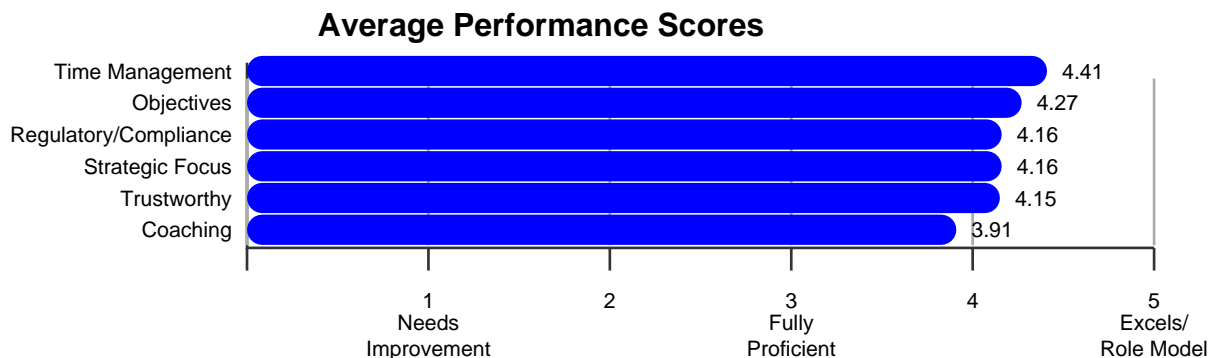
## What to Do with Your Feedback

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

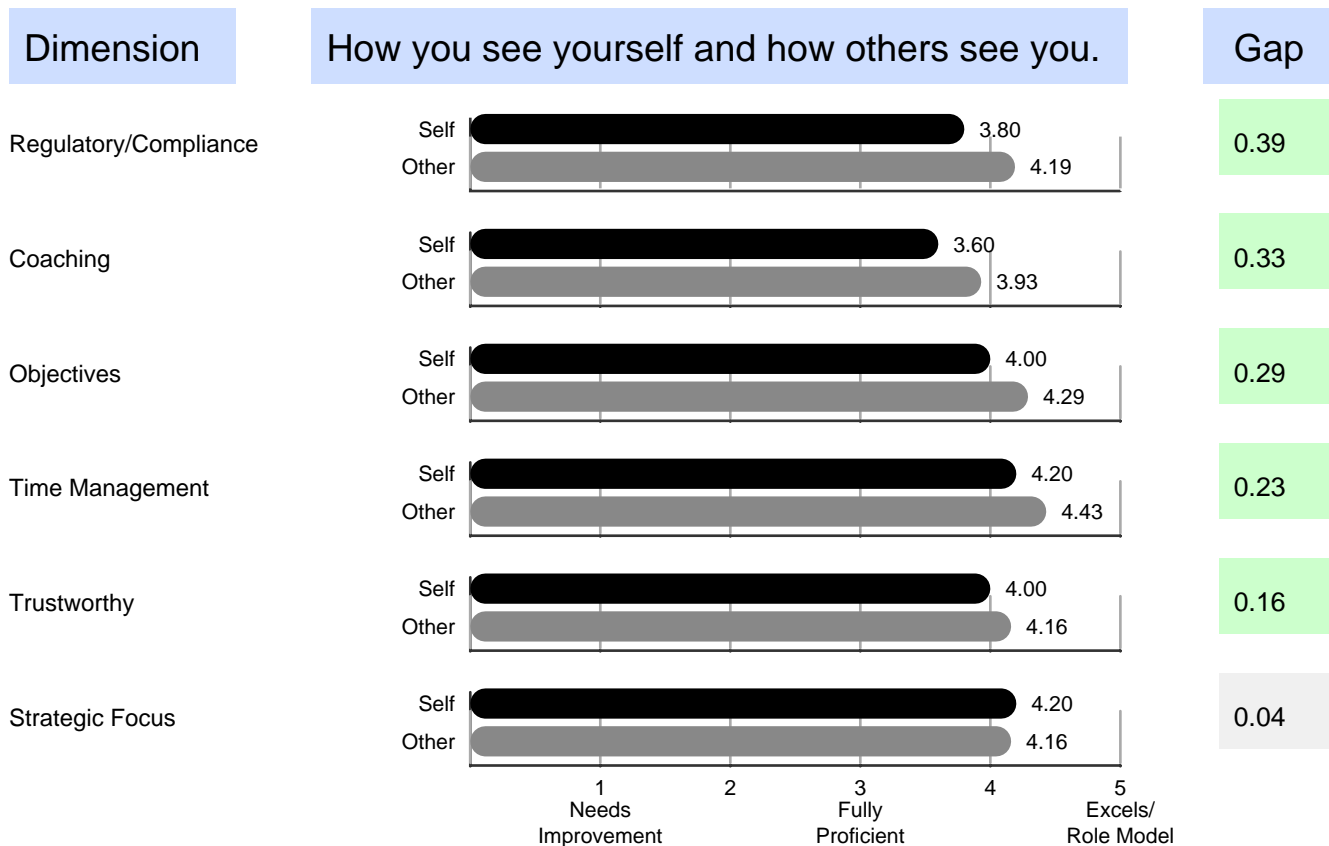
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



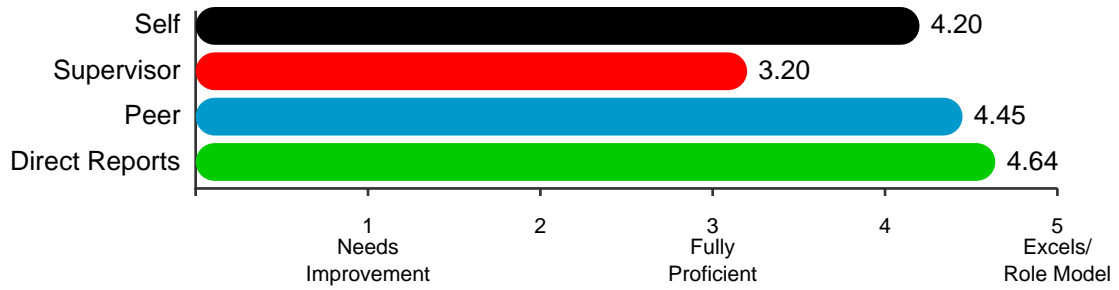
# Gap Analysis

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.



# Time Management

## Summary Scores



### 1. Completes tasks ahead of schedule.



### 2. Makes time for developing plans and schedules.



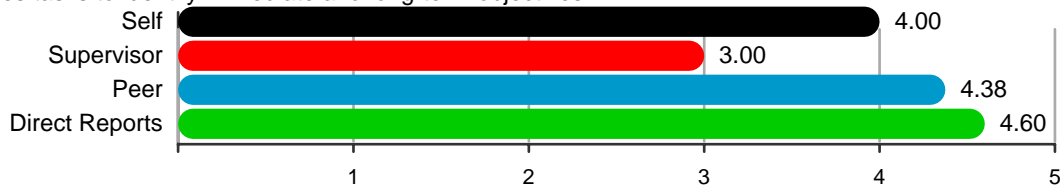
### 3. Deals effectively with interruptions.



### 4. Does not procrastinate.



### 5. Prioritizes tasks to identify immediate and long-term objectives.



## 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).

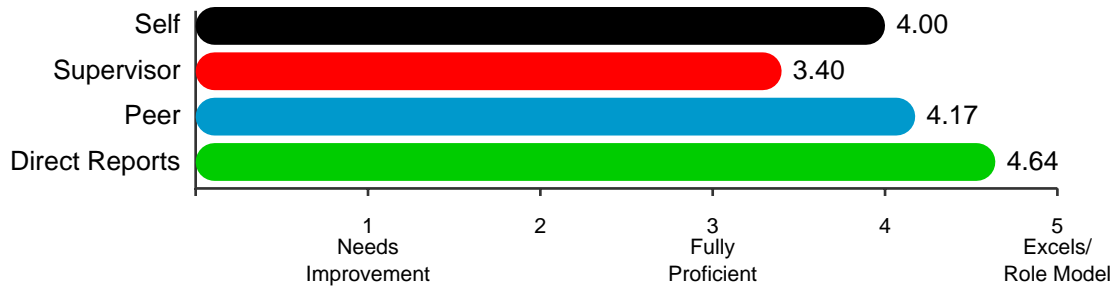
| Item   | n  | Avg  | LOA   | Needs Improvement | Fully Proficient | Excels/ Role Model |
|--|----|------|-------|-------------------|------------------|--------------------|
| 1. Completes tasks ahead of schedule.                                | 15 | 4.20 | 93.3  | 7%                | 67%              | 27%                |
| 2. Makes time for developing plans and schedules.                    | 15 | 4.87 | 100.0 | 13%               | 87%              |                    |
| 3. Deals effectively with interruptions.                             | 15 | 4.27 | 93.3  | 7%                | 60%              | 33%                |
| 4. Does not procrastinate.   | 15 | 4.40 | 86.7  | 13%               | 33%              | 53%                |
| 5. Prioritizes tasks to identify immediate and long-term objectives. | 15 | 4.33 | 93.3  | 7%                | 53%              | 40%                |

### Comments:

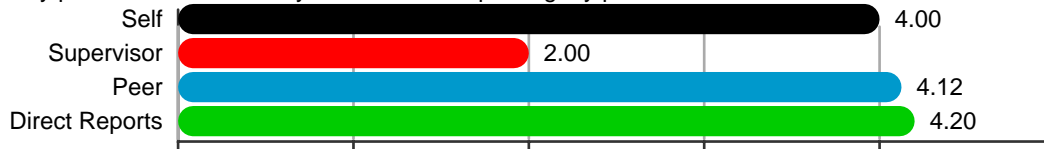
- Stay focused more on the agenda for meetings.
- More opportunities to share knowledge with the team.
- I admire \_\_\_\_\_'s decision making skills when it comes to hiring new employees for our department.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.

# Objectives

## Summary Scores



6. Consistently provides me with timely feedback for improving my performance.



7. Able to organize work.



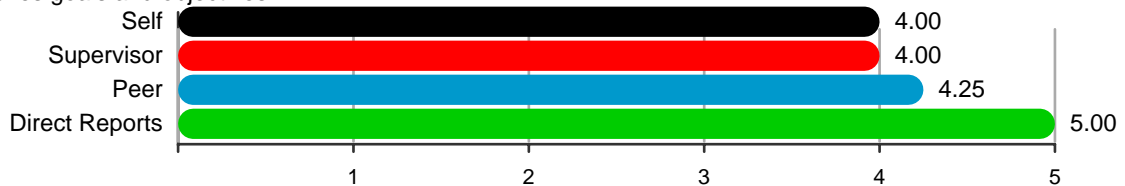
8. Effectively organizes resources and plans



9. Ability to establish realistic goals.



10. Establishes goals and objectives.



## Level of Skill

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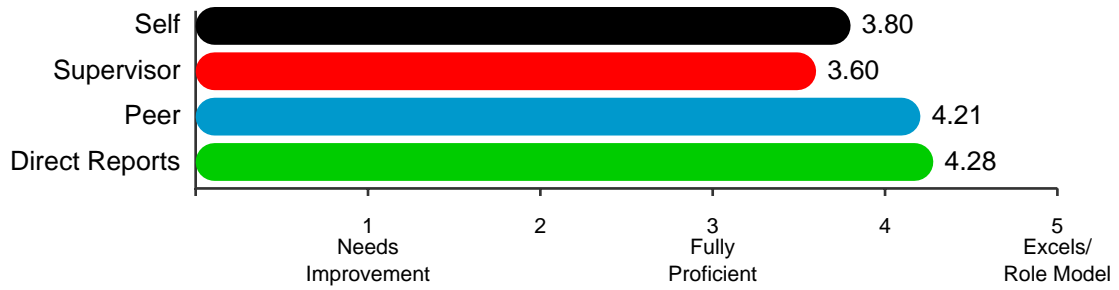
| Item   | n  | Avg  | LOA  | Needs Improvement |     | Fully Proficient | Excels/ Role Model |
|--|----|------|------|-------------------|-----|------------------|--------------------|
| 6. Consistently provides me with timely feedback for improving my performance. | 15 | 4.00 | 80.0 | 7%                | 13% | 53%              | 27%                |
| 7. Able to organize work.  | 15 | 4.07 | 80.0 |                   | 20% | 53%              | 27%                |
| 8. Effectively organizes resources and plans                                   | 15 | 4.33 | 93.3 | 7%                |     | 47%              | 47%                |
| 9. Ability to establish realistic goals.                                       | 15 | 4.47 | 93.3 | 7%                |     | 40%              | 53%                |
| 10. Establishes goals and objectives.  | 15 | 4.47 | 93.3 | 7%                |     | 40%              | 53%                |

### Comments:

- \_\_\_\_\_ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. \_\_\_\_\_ has shown marked improvement in being present when needed in the department.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- I have observed that \_\_\_\_\_ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- \_\_\_\_\_ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- \_\_\_\_\_ is an amazing manager. He genuinely cares about his staff.

# Regulatory/Compliance

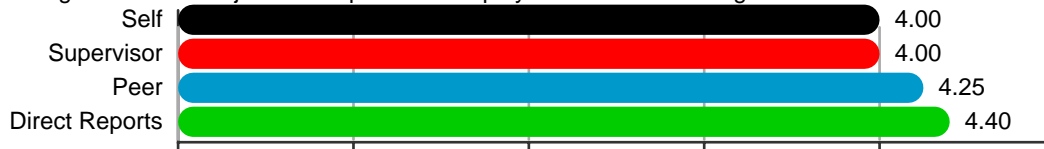
## Summary Scores



11. Maintains historical records and documents as needed/required.



12. Offers training on various subjects to help ensure employees are aware of regulations.



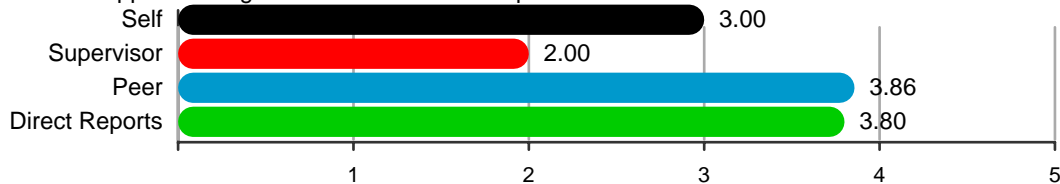
13. Knows who to contact at various regulatory agencies if needed.



14. Ensures the company meets legal requirements/standards regarding employees.



15. Understands the applicable regulations and laws that impact our business.





## Level of Skill

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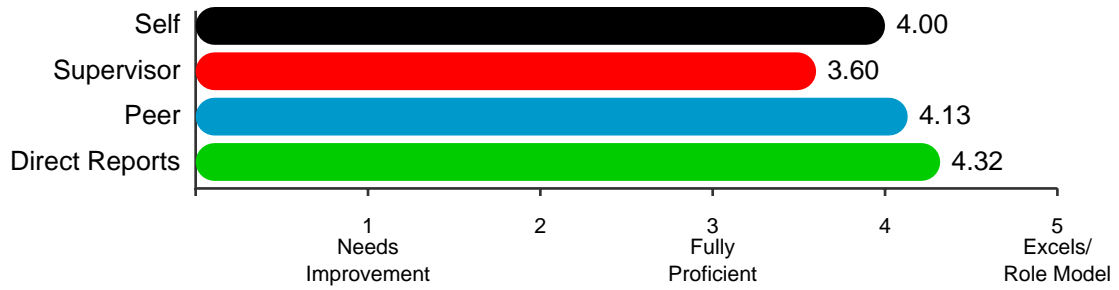
| Item   | n  | Avg  | LOA   | Needs Improvement | Fully Proficient | Excels/ Role Model |
|--|----|------|-------|-------------------|------------------|--------------------|
| 11. Maintains historical records and documents as needed/required.                         | 15 | 4.60 | 100.0 | 40%               | 60%              |                    |
| 12. Offers training on various subjects to help ensure employees are aware of regulations. | 15 | 4.27 | 100.0 | 73%               | 27%              |                    |
| 13. Knows who to contact at various regulatory agencies if needed.                         | 15 | 4.33 | 100.0 | 67%               | 33%              |                    |
| 14. Ensures the company meets legal requirements/standards regarding employees.            | 15 | 3.93 | 73.3  | 27%               | 53%              | 20%                |
| 15. Understands the applicable regulations and laws that impact our business.              | 14 | 3.64 | 57.1  | 14%               | 29%              | 36%<br>21%         |

### Comments:

- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- \_\_\_\_\_ is the best employee the department has employed.
- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- \_\_\_\_\_ 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 he has helped us come through it standing upright!
- He is willing to fill in with daily workload when we are short staffed.

# Trustworthy

## Summary Scores



### 16. Delivers on promises made.



### 17. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



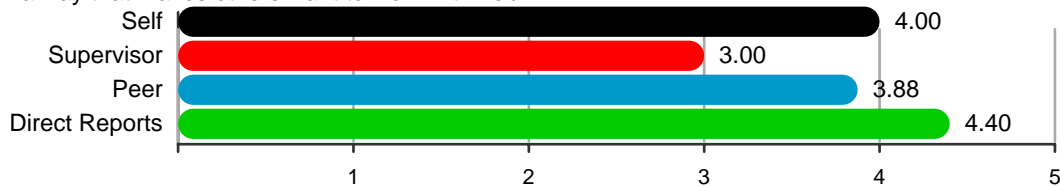
### 18. Builds and maintains the trust of others.



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



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



## Level of Skill

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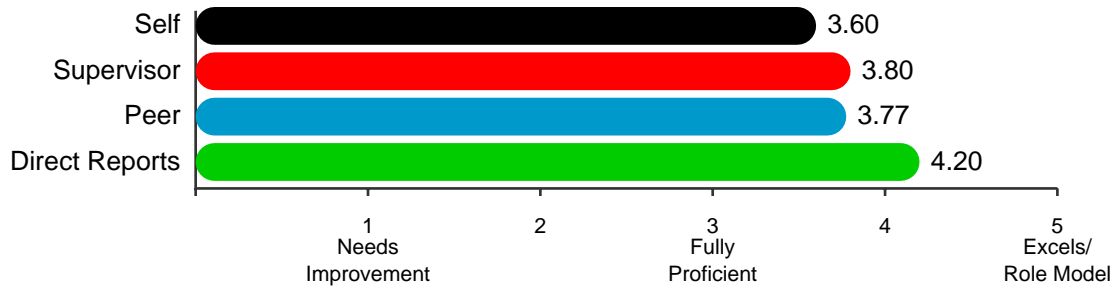
| Item   | n  | Avg  | LOA  | Needs Improvement |     | Fully Proficient |  | Excels/ Role Model |
|--|----|------|------|-------------------|-----|------------------|--|--------------------|
| 16. Delivers on promises made.   | 15 | 4.33 | 86.7 | 13%               |     | 40%              |  | 47%                |
| 17. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies. | 15 | 4.27 | 93.3 | 7%                |     | 60%              |  | 33%                |
| 18. Builds and maintains the trust of others.  | 14 | 4.00 | 92.9 | 7%                |     | 86%              |  | 7%                 |
| 19. Is trustworthy; is someone I can trust.  | 14 | 4.14 | 85.7 | 7%                | 7%  | 50%              |  | 36%                |
| 20. Works in a way that makes others want to work with her/him.                          | 15 | 4.00 | 66.7 | 7%                | 27% | 27%              |  | 40%                |

### Comments:

- I think \_\_\_\_\_ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- \_\_\_\_\_ 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 his bringing them before the team for discussion.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- \_\_\_\_\_ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- Does well in most technical skills and is willing to learn anything that is new
- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.

# Coaching

## Summary Scores



21. Meets regularly with employees to coach them on areas that will enhance their performance



22. Provides clear, motivating, and constructive feedback.



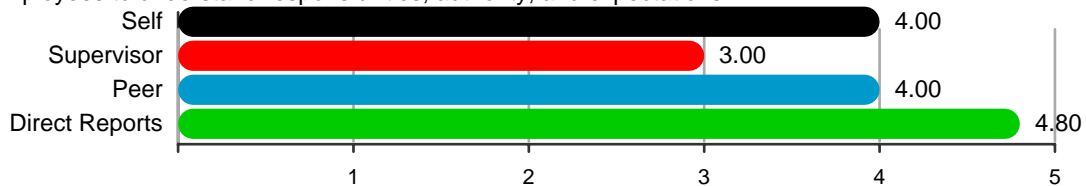
23. Conducts regular performance appraisals and feedback.



24. Develops the skills and capabilities of others.



25. Helps employees to understand responsibilities, authority, and expectations.



## 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).

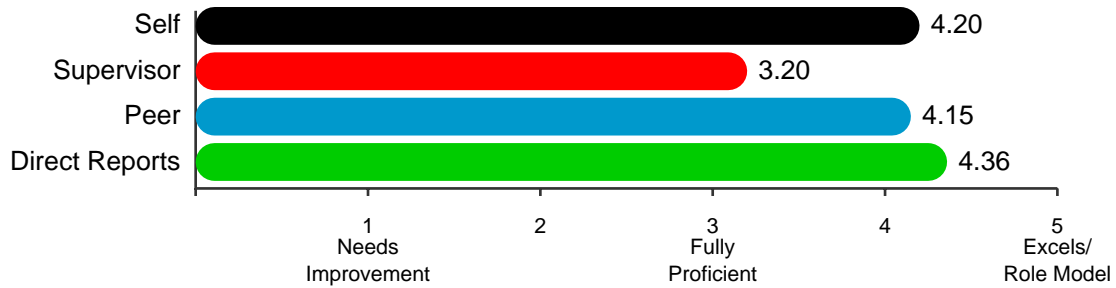
| Item  | n  | Avg  | LOA  | Needs Improvement |     | Fully Proficient | Excels/ Role Model |
|---|----|------|------|-------------------|-----|------------------|--------------------|
| 21. Meets regularly with employees to coach them on areas that will enhance their performance | 15 | 4.00 | 66.7 | 13%               | 20% | 20%              | 47%                |
| 22. Provides clear, motivating, and constructive feedback.                                    | 15 | 3.47 | 53.3 | 13%               | 33% | 47%              | 7%                 |
| 23. Conducts regular performance appraisals and feedback.                                     | 15 | 3.60 | 66.7 | 13%               | 20% | 60%              | 7%                 |
| 24. Develops the skills and capabilities of others.   | 15 | 4.27 | 86.7 | 7%                | 7%  | 40%              | 47%                |
| 25. Helps employees to understand responsibilities, authority, and expectations.              | 15 | 4.20 | 80.0 | 7%                | 13% | 33%              | 47%                |

### Comments:

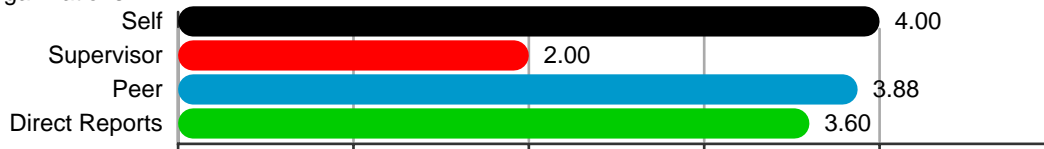
- \_\_\_\_\_ fully updates the unit and staff on needed information. His direction and focus are well explained.
- Dependability, with whatever is needed.
- I really enjoy his mentorship.
- \_\_\_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- \_\_\_\_\_ has been an excellent assistant manager.
- I appreciate \_\_\_\_\_ being open to suggestions, and available when concerns brought to him.

# Strategic Focus

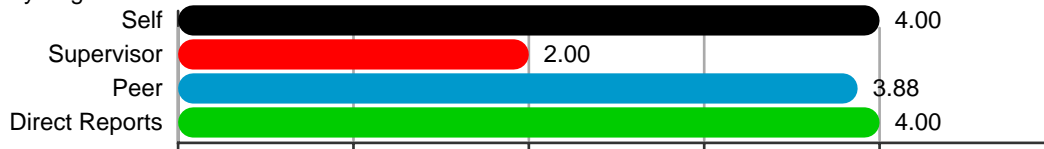
## Summary Scores



26. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



27. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



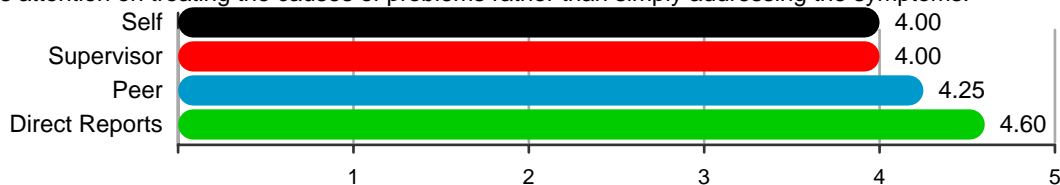
28. Understands their role within the organization.



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



30. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



## Level of Skill

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

| Item   | n  | Avg  | LOA   | Needs Improvement |     | Fully Proficient |  | Excels/ Role Model |
|--|----|------|-------|-------------------|-----|------------------|--|--------------------|
| 26. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.    | 15 | 3.67 | 66.7  | 20%               | 13% | 47%              |  | 20%                |
| 27. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met. | 15 | 3.80 | 73.3  | 20%               | 7%  | 47%              |  | 27%                |
| 28. Understands their role within the organization.  | 15 | 4.33 | 86.7  | 13%               |     | 40%              |  | 47%                |
| 29. Able to decline a poor strategy by proposing alternate strategies.   | 15 | 4.67 | 100.0 |                   |     | 33%              |  | 67%                |
| 30. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.   | 15 | 4.33 | 100.0 |                   |     | 67%              |  | 33%                |

### Comments:

- I have also had the pleasure of partnering with \_\_\_\_\_ in our Core Competency leader learning. \_\_\_\_\_ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- He presents a clear picture of where the department is now and where we need to be headed.
- \_\_\_\_\_ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- \_\_\_\_\_ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. \_\_\_\_\_ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- \_\_\_\_\_ is very process oriented. He has streamlined/improved several processes in the lab.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.

## 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?

- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- \_\_\_\_\_ is a solid performer knows his stuff.
- He is continually looking for ways to improve our service to our customers.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- I had the opportunity to work very closely with \_\_\_\_\_ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.

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

- \_\_\_\_\_ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- Initiative, attitude, and willingness to pitch in.
- I honestly cannot think of anything that he could improve on.
- Again, \_\_\_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- He lets us develop our own style and inspires us to do our best.

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

- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- I would like to see his expand personal long-term goals at the company.
- Always conducts himself in a professional manner.
- He is a great teammate!
- I think \_\_\_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_\_\_ took over and I feel \_\_\_\_\_ has risen to the occasion and handled himself well.
- He communicates clearly, and is always willing to listen attentively.

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

- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- \_\_\_\_\_ offers support to his managers in a style that is engaging, consistent, and motivating.
- \_\_\_\_\_ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, \_\_\_\_\_ has been very successful in managing this difficult change.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- I feel \_\_\_\_\_ always has the customer's best interest at heart.



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

- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- Is empathetic, understanding, and dependable.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- He is very supportive and easily approachable.
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss
- I have never known \_\_\_\_\_ to not hire for talent.

### Any final comments?

- Increase business knowledge relating to overall strategic plan and the day to day operations.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- It's been great working with him.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- He has a calm demeanor and willingness to help with anything.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (\_\_\_\_\_) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likly to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.