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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.

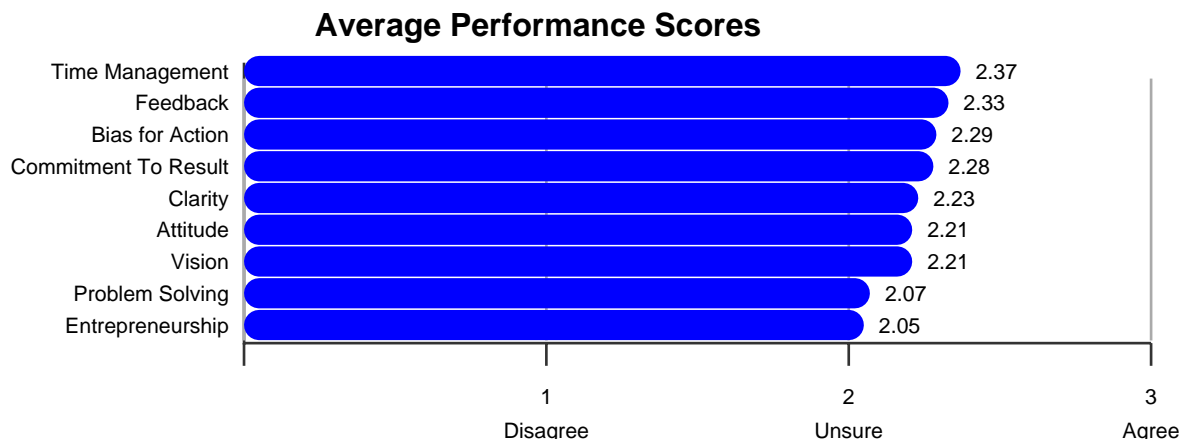
## What to Do with Your Feedback

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

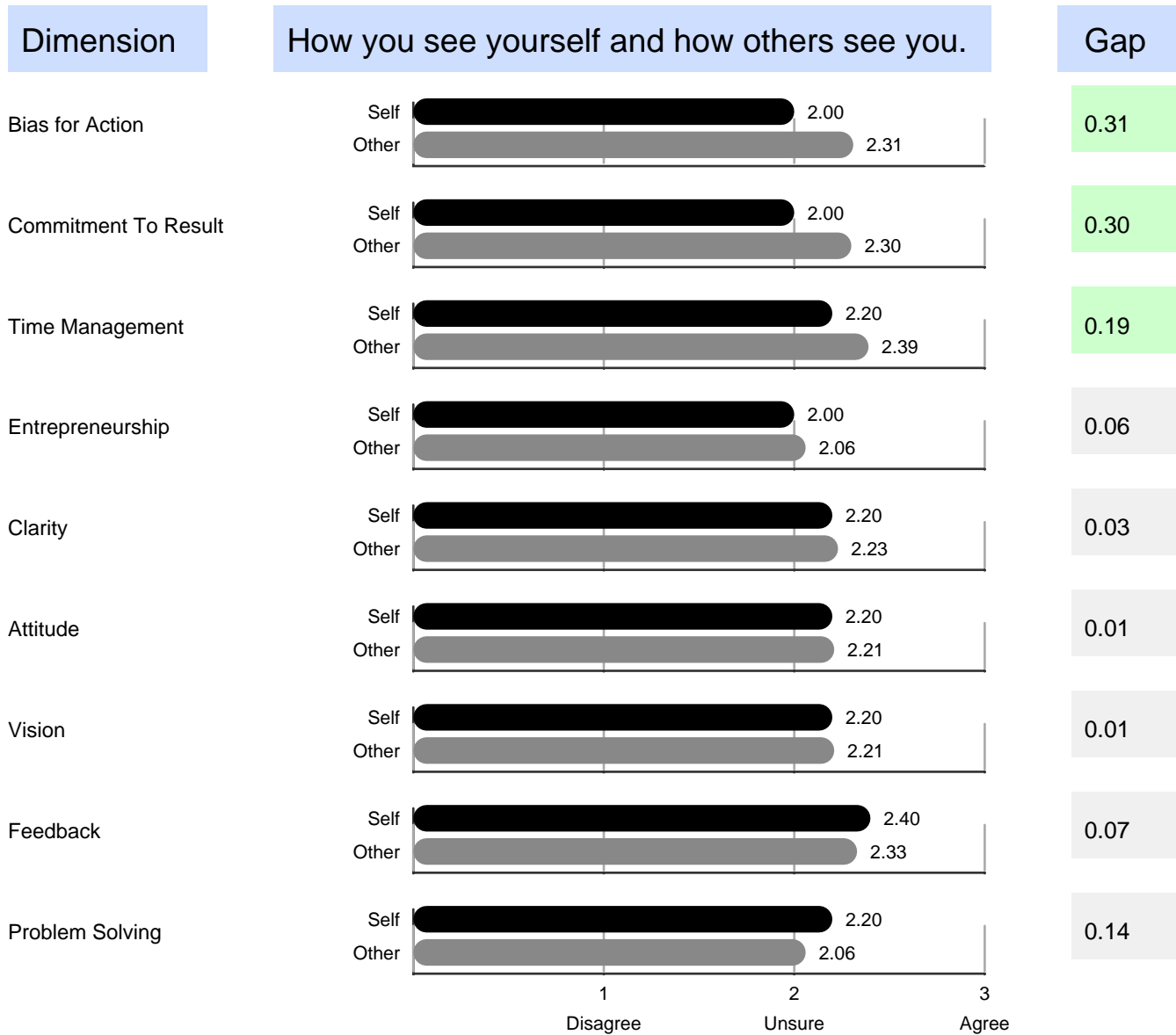
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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

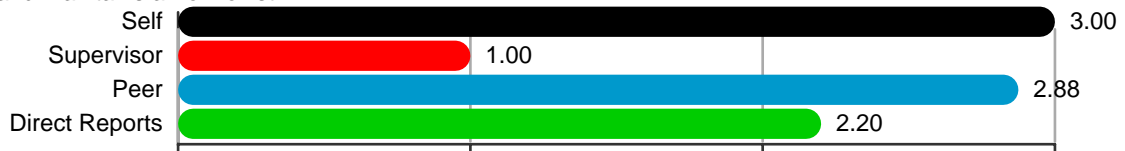
## Summary Scores



### 1. Sets clearly defined goals.



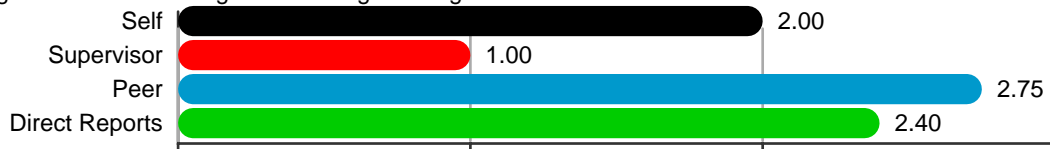
### 2. Keeps and maintains a To-Do list.



### 3. Completes high-priority work within required timelines.



### 4. Uses agendas when chairing or facilitating meetings.



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



## 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).

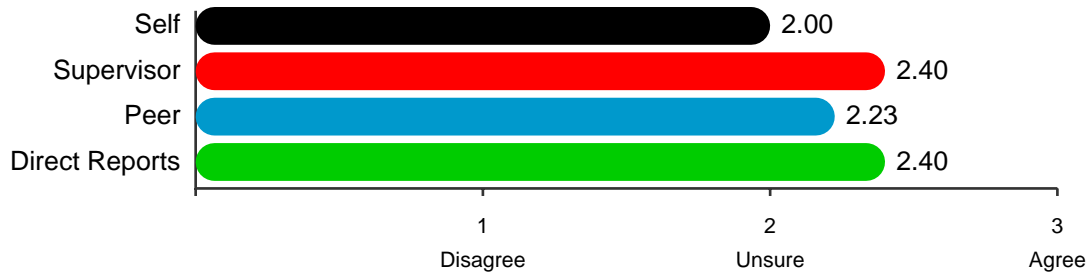
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Sets clearly defined goals.	15	2.27	33.3	7%	60%	33%
2. Keeps and maintains a To-Do list.	15	2.53	73.3	20%	7%	73%
3. Completes high-priority work within required timelines.	15	2.33	40.0	7%	53%	40%
4. Uses agendas when chairing or facilitating meetings.	15	2.47	53.3	7%	40%	53%
5. Makes time for developing plans and schedules.	15	2.27	40.0	13%	47%	40%

### Comments:

- Don't know where we would be without him.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- \_\_\_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- \_\_\_\_\_ is organized and thorough.
- \_\_\_\_\_ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.

# Commitment To Result

## Summary Scores



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



7. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



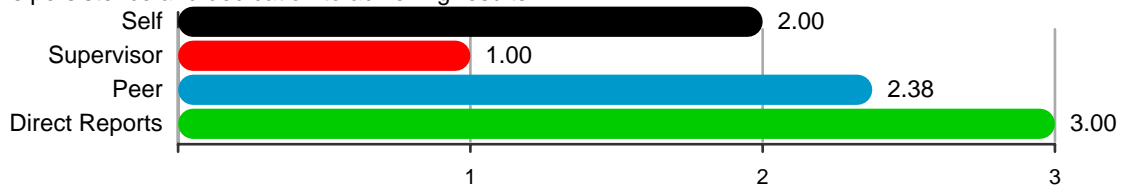
8. Creates a sense of urgency among the store team members to complete activities, which drive sales.



9. Committed to the team.



10. Maintains persistence and dedication to achieving results.



## 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. Coordinates all department activities into a cohesive team effort.	15	2.13	33.3	20%	47%	33%
7. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.07	26.7	20%	53%	27%
8. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	2.33	40.0	7%	53%	40%
9. Committed to the team.	15	2.40	53.3	13%	33%	53%
10. Maintains persistence and dedication to achieving results.	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_\_\_ excels at customer service and keeping our team focused on the customer.
- Always has the company's best interest at heart.
- For reliability, I think \_\_\_\_\_ has so much on his plate that he is sometimes seen by staff as unreliable.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- \_\_\_\_\_'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- \_\_\_\_\_ continues to be a great boss. He is available to us and always has time to help with anything.

# Clarity

## Summary Scores



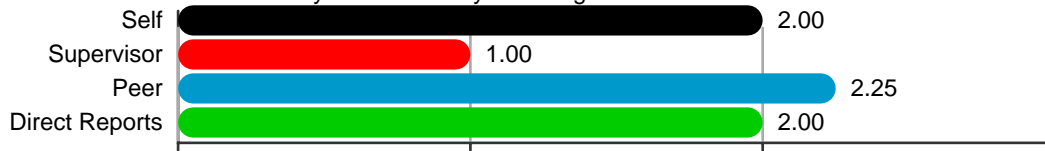
11. Is clear about the roles and duties of team members.



12. Avoids creating ambiguity or mixed messages.



13. Communicates ideas and facts clearly and effectively in writing.



14. Seeks to reduce ambiguity in messaging and documents.



15. Avoids stating unclear or conflicting 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).

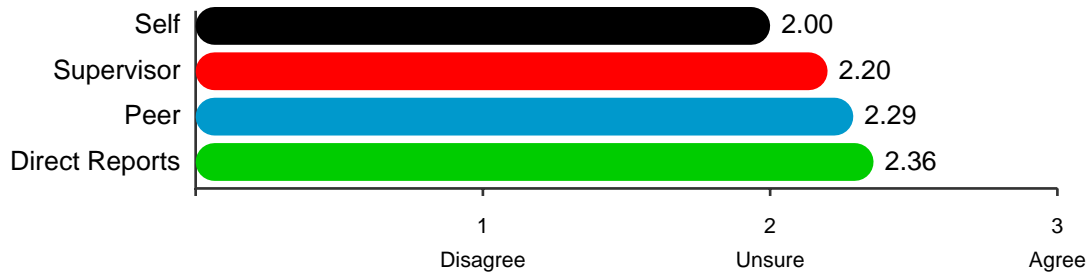
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Is clear about the roles and duties of team members.	15	2.33	40.0	7%	53%	40%
12. Avoids creating ambiguity or mixed messages.	15	2.07	20.0	13%	67%	20%
13. Communicates ideas and facts clearly and effectively in writing.	15	2.07	26.7	20%	53%	27%
14. Seeks to reduce ambiguity in messaging and documents.	15	2.27	40.0	13%	47%	40%
15. Avoids stating unclear or conflicting goals.	14	2.43	50.0	7%	43%	50%

### Comments:

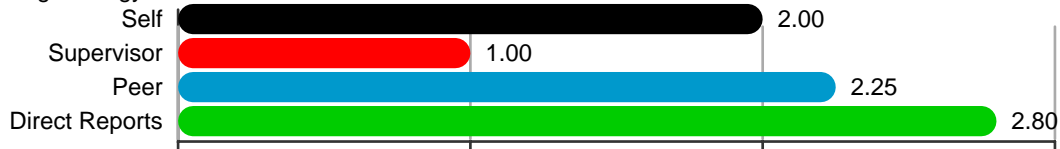
- There are times that the customers interest is overlooked because it is the way we have always done it.
- \_\_\_\_\_ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- \_\_\_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- Manager routinely demonstrates all of the above characteristics, as marked
- Take charge without being pushed to do so.
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.

# Bias for Action

## Summary Scores



16. Displays high energy and enthusiasm on consistent basis.



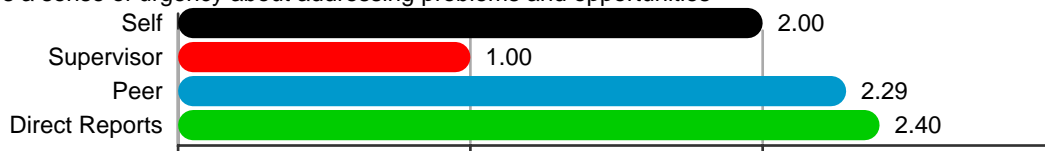
17. Encourages risk taking and experimentation to improve performance



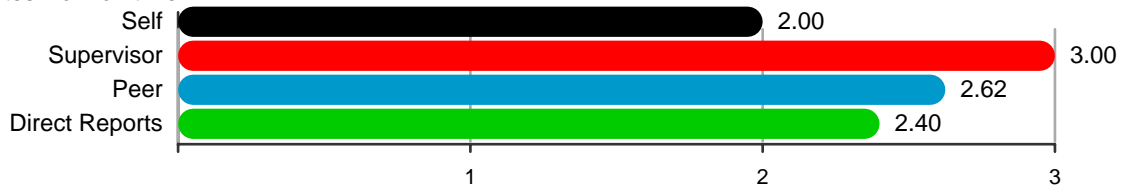
18. Completes a large volume of work.



19. Conveys a sense of urgency about addressing problems and opportunities



20. Completes work on time



## 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).

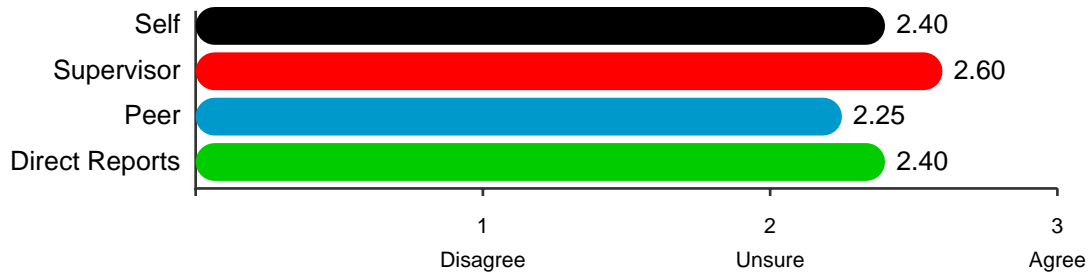
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Displays high energy and enthusiasm on consistent basis.	15	2.33	46.7	13%	40%	47%
17. Encourages risk taking and experimentation to improve performance	15	2.33	40.0	7%	53%	40%
18. Completes a large volume of work.	14	2.00	14.3	14%	71%	14%
19. Conveys a sense of urgency about addressing problems and opportunities	14	2.21	42.9	21%	36%	43%
20. Completes work on time	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_\_\_ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- I enjoy working with \_\_\_\_\_ very much.
- \_\_\_\_\_ is a "One of a kind" He is a great manager.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss

# Feedback

## Summary Scores



### 21. Open to the suggestions of others.



### 22. Shares past experiences with others as learning opportunities.



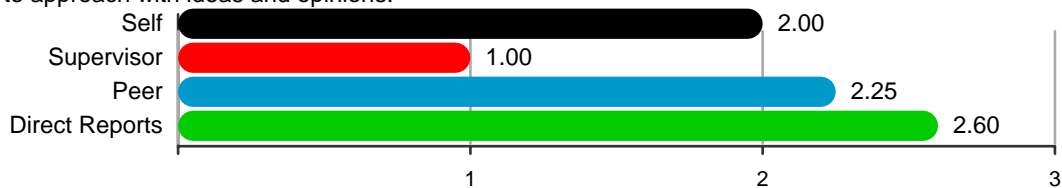
### 23. Actively seeks feedback from others.



### 24. Considers other's opinion and suggestions.



### 25. Is easy to approach with ideas and opinions.



## 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).

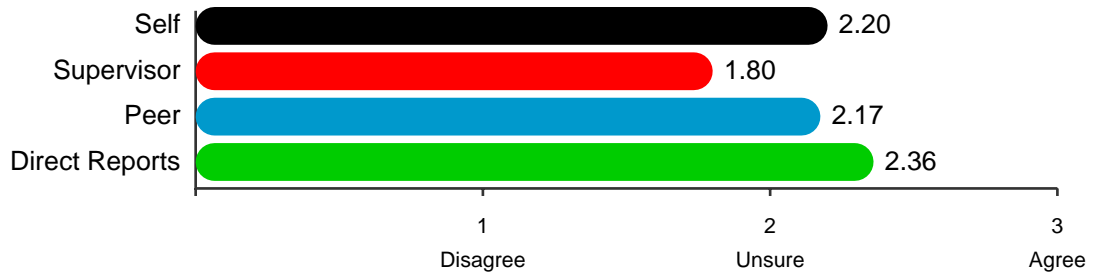
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Open to the suggestions of others.	15	2.60	66.7	7%	27%	67%
22. Shares past experiences with others as learning opportunities.	15	2.33	40.0	7%	53%	40%
23. Actively seeks feedback from others.	15	2.07	20.0	13%	67%	20%
24. Considers other's opinion and suggestions.	15	2.40	53.3	13%	33%	53%
25. Is easy to approach with ideas and opinions.	15	2.27	53.3	27%	20%	53%

### Comments:

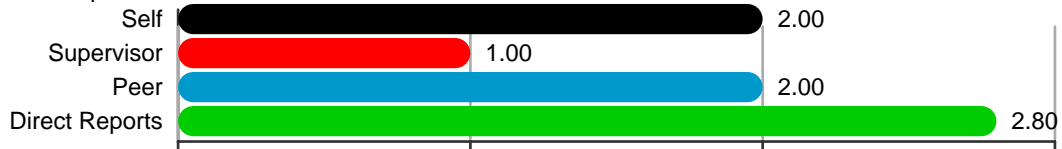
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- \_\_\_\_\_, more than anyone, takes what he's learned with Core Competencies and implements them.
- \_\_\_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- I have not had any issues with \_\_\_\_\_ since I have been working for him.

# Attitude

## Summary Scores



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



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



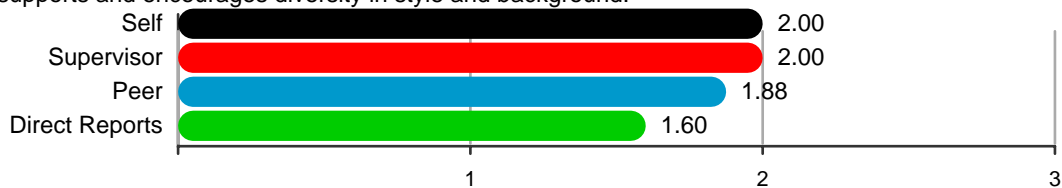
28. Builds open and trusting relationships.



29. Contributes to a positive work environment.



30. Visibly supports and encourages diversity in style and background.



## 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).

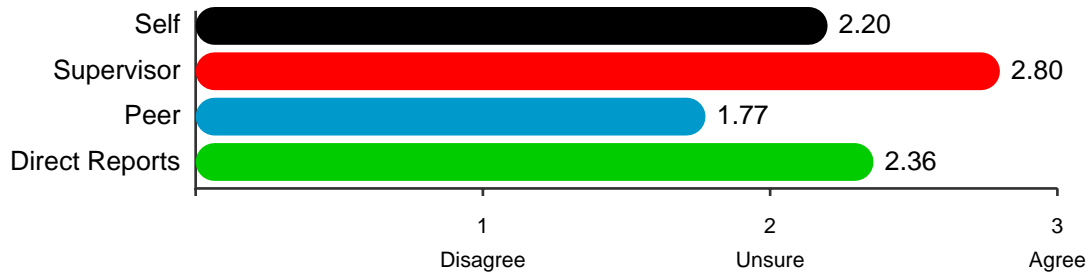
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Is gracious and professional in their interactions with others.	15	2.20	33.3	13%	53%	33%
27. Shows by their actions that they trust in the positive intentions of others.	15	2.00	26.7	27%	47%	27%
28. Builds open and trusting relationships.	15	2.47	53.3	7%	40%	53%
29. Contributes to a positive work environment.	15	2.60	60.0		40%	60%
30. Visibly supports and encourages diversity in style and background.	15	1.80	13.3	33%	53%	13%

### Comments:

- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- \_\_\_\_\_ is a great manager. Very supportive of his staff.
- \_\_\_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- One of the best supervisors that I have had.
- He encourages teammates more as a peer than a coach.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.

# Problem Solving

## Summary Scores



### 31. Is a good problem solver and decision maker



### 32. Identifies and assesses all potential responses to a problem.



### 33. Works cooperatively with others to solve problems.



### 34. Ability to develop innovative solutions to problems.



### 35. Ability to solve problems at root cause rather than at symptom level.





## 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).

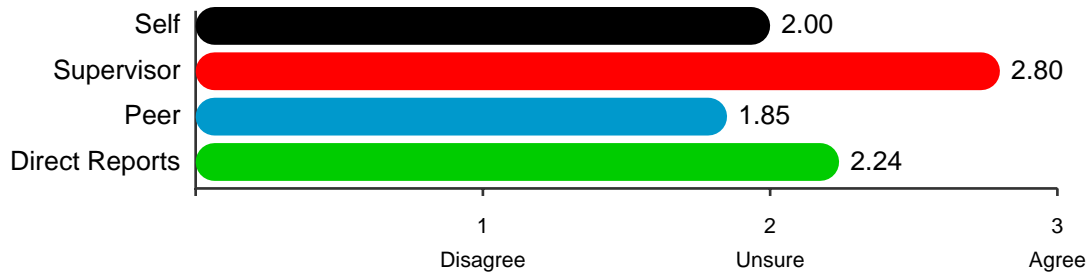
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Is a good problem solver and decision maker	15	2.13	33.3	20%	47%	33%
32. Identifies and assesses all potential responses to a problem.	15	2.13	33.3	20%	47%	33%
33. Works cooperatively with others to solve problems.	15	2.07	33.3	27%	40%	33%
34. Ability to develop innovative solutions to problems.	15	2.13	26.7	13%	60%	27%
35. Ability to solve problems at root cause rather than at symptom level.	15	1.87	20.0	33%	47%	20%

### Comments:

- Our department continues to have a very low loss rate.
- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- \_\_\_\_\_ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- \_\_\_\_\_ leads by example in each of the areas noted above.
- He is detailed when presenting a plan.

# Entrepreneurship

## Summary Scores



36. Finds unique ways to go around barriers to success.



37. Takes the initiative to complete tasks.



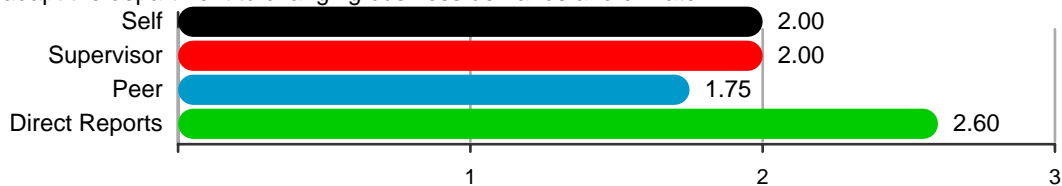
38. Understands the processes and various stages of business development.



39. Encourages risk taking for developing potential business opportunities.



40. Able to adapt the department to changing business demands and climate.



## 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).

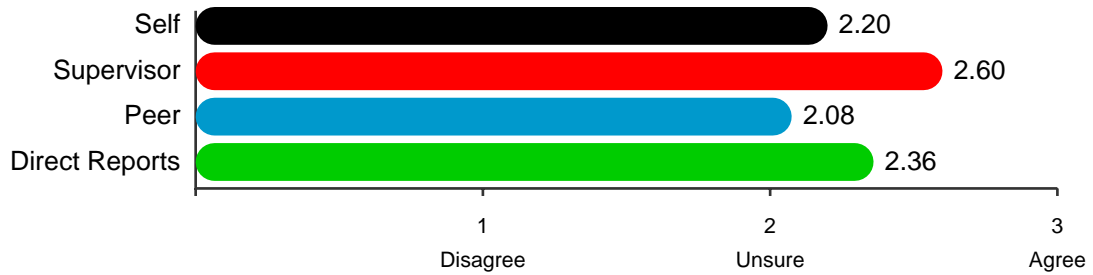
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Finds unique ways to go around barriers to success.	15	1.87	20.0	33%	47%	20%
37. Takes the initiative to complete tasks.	15	1.93	13.3	20%	67%	13%
38. Understands the processes and various stages of business development.	15	2.07	33.3	27%	40%	33%
39. Encourages risk taking for developing potential business opportunities.	15	2.33	33.3		67%	33%
40. Able to adapt the department to changing business demands and climate.	15	2.07	33.3	27%	40%	33%

### Comments:

- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- \_\_\_\_\_ is by far a leader in the service area.
- He will sit down with all parties involved before he makes a decision.
- \_\_\_\_\_ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone elses department, he is willing to help in any capacity he can to help reach goals.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- \_\_\_\_\_ is an outstanding manager.

# Vision

## Summary Scores



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



42. Develops action plans to align his/her work with the goals of the organization



43. Creates a positive vision of the future for the Company.



44. Clearly articulates a vision for his/her work and inspires others to support it



45. Leads employees in new directions.



## 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. Behaves in a way that is consistent with business values & code of conduct	15	2.00	26.7	27%	47%	27%
42. Develops action plans to align his/her work with the goals of the organization	15	2.13	33.3	20%	47%	33%
43. Creates a positive vision of the future for the Company.	15	2.20	40.0	20%	40%	40%
44. Clearly articulates a vision for his/her work and inspires others to support it	15	2.20	26.7	7%	67%	27%
45. Leads employees in new directions.	15	2.53	60.0	7%	33%	60%

### Comments:

- He does not settle- but will continue a search until the right fit is found.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- It has been a wonderful having \_\_\_\_\_ as our manager so far, the future looks brighter!
- Employees were not encouraged to do anything besides come to work.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.

## 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 can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- I look forward to learning and improving with his and the other members in the division.
- 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.
- \_\_\_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_\_\_ to stand his ground and take care of his employees / department.
- \_\_\_\_\_ is a very positive addition to our Management team.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

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

- \_\_\_\_\_ continues to be a great boss. He is available to us and always has time to help with anything.
- He is a great teammate!
- He could benefit from understanding about how to create resolution and clarity.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- \_\_\_\_\_ has been very helpful to me as a new manager this year.
- \_\_\_\_\_ knows his work and knows the facility very well. \_\_\_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.

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

- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- He clearly assigns our responsibilities by our individual strengths.
- I am proud to say that \_\_\_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- \_\_\_\_\_ is a strong leader & mentor.

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

- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- It doesn't feel like \_\_\_\_\_'s been at his best this year. He seems disconnected from the work of his group.
- I have observed \_\_\_\_\_ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. \_\_\_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- He exhibits vision, compassion and high integrity in all of his work.
- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.

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

- Appreciate \_\_\_\_\_'s willingness to participate on leadership in expanding research activity.
- \_\_\_\_\_ is a great manager. Very supportive of his staff.
- \_\_\_\_\_ established an environment in which teamwork and creativity flourished.
- \_\_\_\_\_ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- \_\_\_\_\_ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.

### Any final comments?

- \_\_\_\_\_ has done tremendous work this past year in the Finance team.
- He can fall behind on projects without providing timely feedback.
- He is in an often times impossible position and is doing well all things considered
- \_\_\_\_\_ leads by example in each of the areas noted above.
- I appreciate the straight forward style of leadership \_\_\_\_\_ uses.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.