



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.

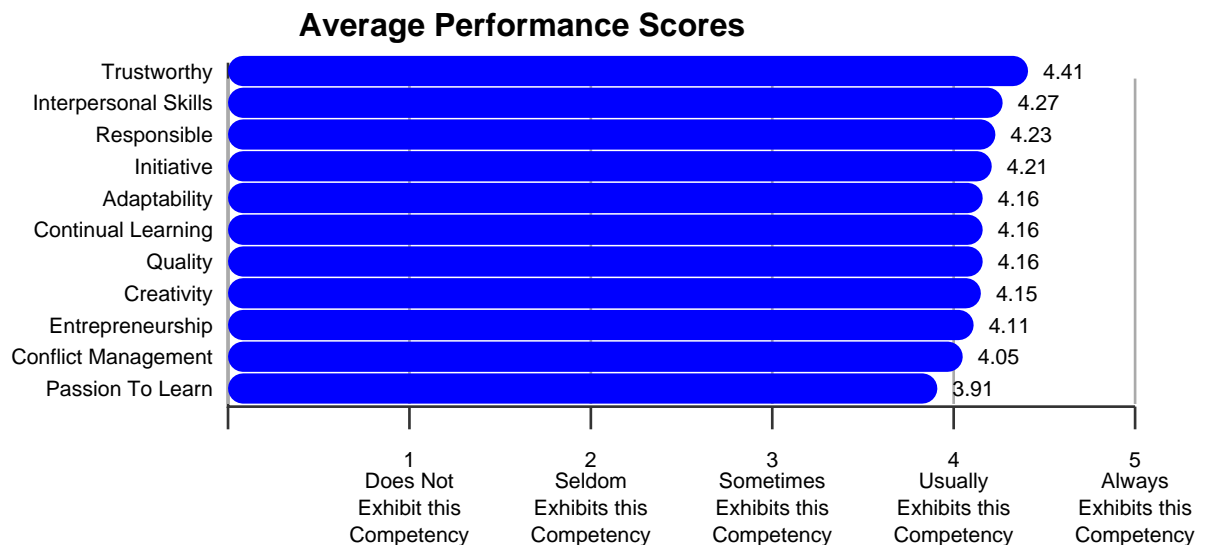
What to Do with Your Feedback

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

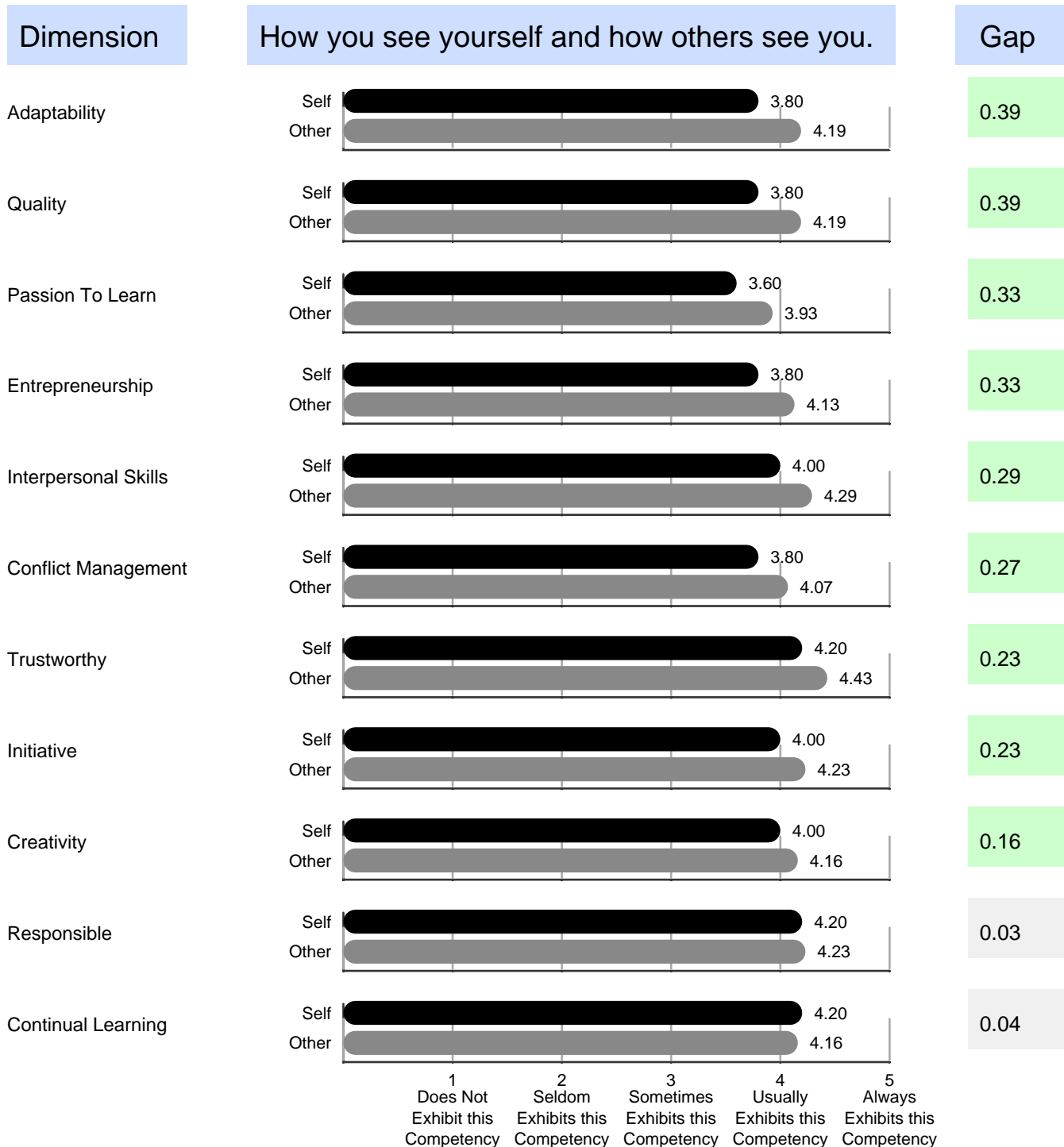
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



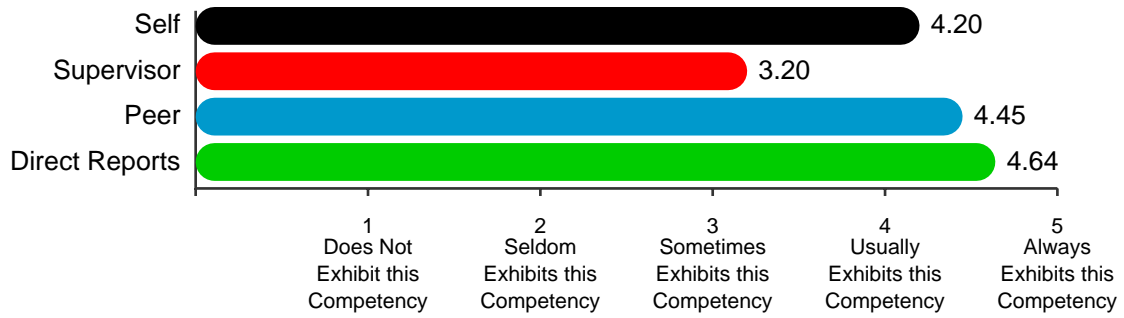
Gap Analysis

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.



Trustworthy

Summary Scores



1. Consistently keeps commitments.



2. Delivers on promises made.



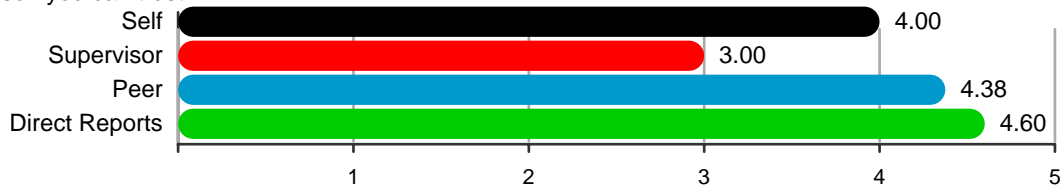
3. Communicates an understanding of the other person's interests, needs and concerns.



4. Builds and maintains the trust of others.



5. 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

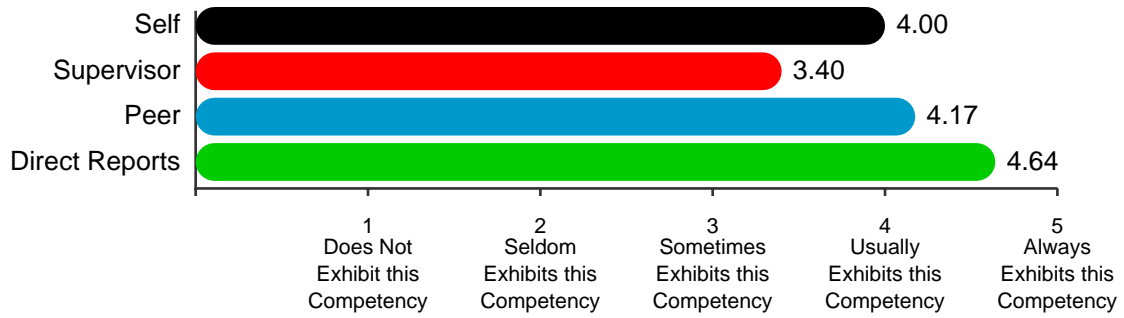
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Consistently keeps commitments.	15	4.20	93.3	7%		67%		27%
2. Delivers on promises made.	15	4.87	100.0	13%		87%		
3. Communicates an understanding of the other person's interests, needs and concerns.	15	4.27	93.3	7%		60%		33%
4. Builds and maintains the trust of others.	15	4.40	86.7	13%	33%		53%	
5. Is a person you can trust.	15	4.33	93.3	7%		53%		40%

Comments:

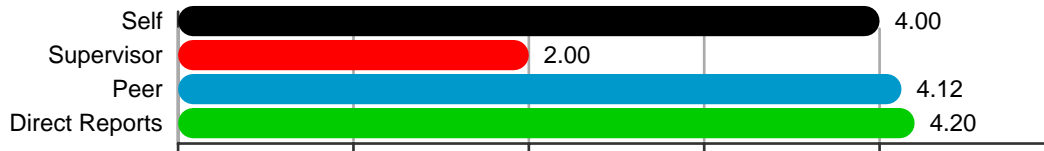
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- ___ does not beat around the bush nor does she have hidden agendas.

Interpersonal Skills

Summary Scores



6. Strives for win/win solutions



7. Uses knowledge and charisma rather than position, power, or coercion to influence others



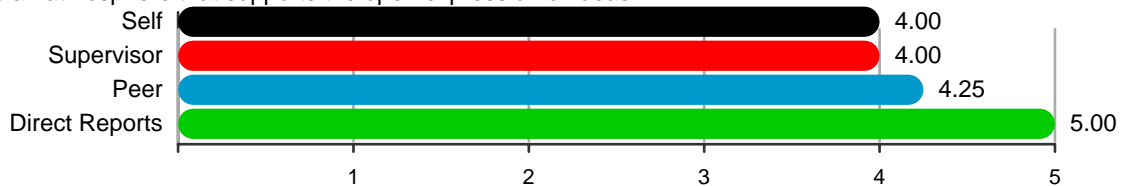
8. Applies appropriate communication techniques to the situation.



9. Uses tact, compassion, and sensitivity in interactions with others.



10. Creates an atmosphere that supports the open expression of ideas



Level of Skill

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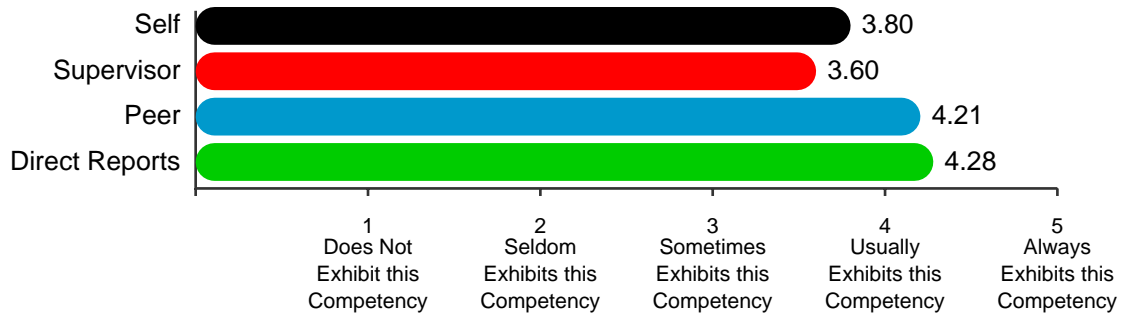
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Strives for win/win solutions	15	4.00	80.0	7%	13%	53%	27%	
7. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.07	80.0		20%	53%	27%	
8. Applies appropriate communication techniques to the situation.	15	4.33	93.3	7%	47%		47%	
9. Uses tact, compassion, and sensitivity in interactions with others.	15	4.47	93.3	7%	40%		53%	
10. Creates an atmosphere that supports the open expression of ideas	15	4.47	93.3	7%	40%		53%	

Comments:

- ___ is always professional during interactions with staff.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- 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.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- She is both the manager and the interim director for the service line.
- I appreciate her commitment in this area.

Adaptability

Summary Scores



11. Develops insights and applies innovative solutions to projects and problems.



12. Learns from personal experiences and/or mistakes.



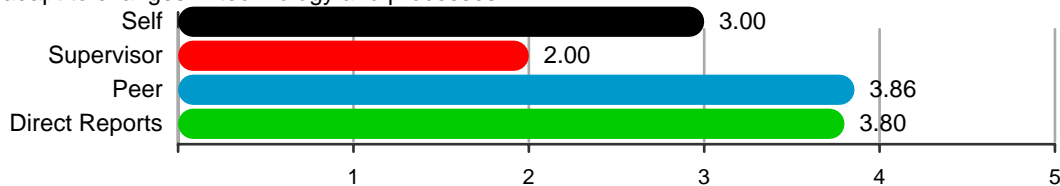
13. Is proactive and takes steps to prepare for changes in the workplace.



14. Works effectively in dynamic and changing work environments.



15. Able to adapt to changes in technology and processes.



Level of Skill

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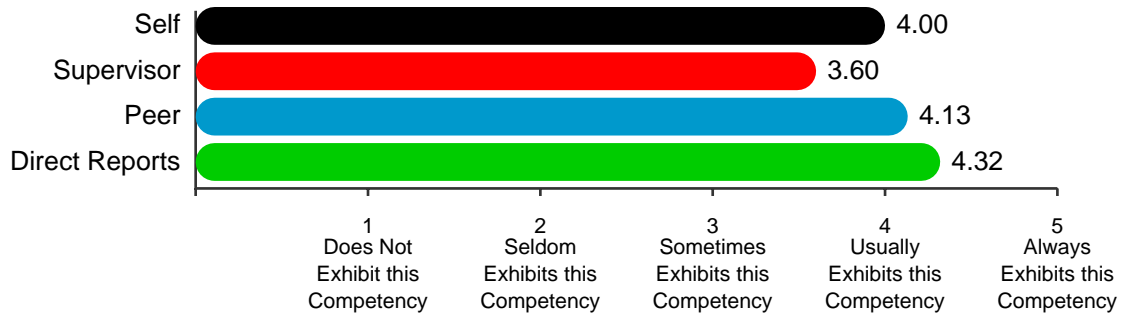
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Develops insights and applies innovative solutions to projects and problems.	15	4.60	100.0			40%	60%	
12. Learns from personal experiences and/or mistakes.	15	4.27	100.0			73%		27%
13. Is proactive and takes steps to prepare for changes in the workplace.	15	4.33	100.0			67%		33%
14. Works effectively in dynamic and changing work environments.	15	3.93	73.3	27%		53%		20%
15. Able to adapt to changes in technology and processes.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- I have great respect and appreciation for _____. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- _____ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.

Creativity

Summary Scores



16. Adds value to the department/organization.



17. Is creative and inspirational.



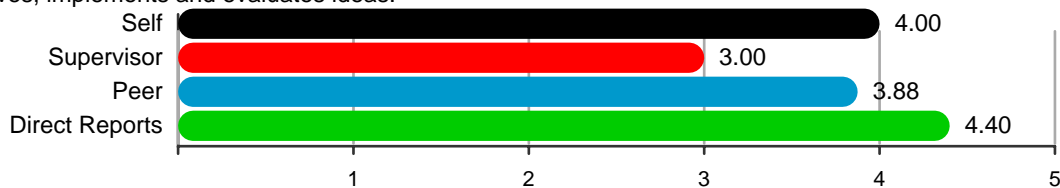
18. Creates a lot of new ideas.



19. Inspires creativity in their team.



20. Conceives, implements and evaluates ideas.



Level of Skill

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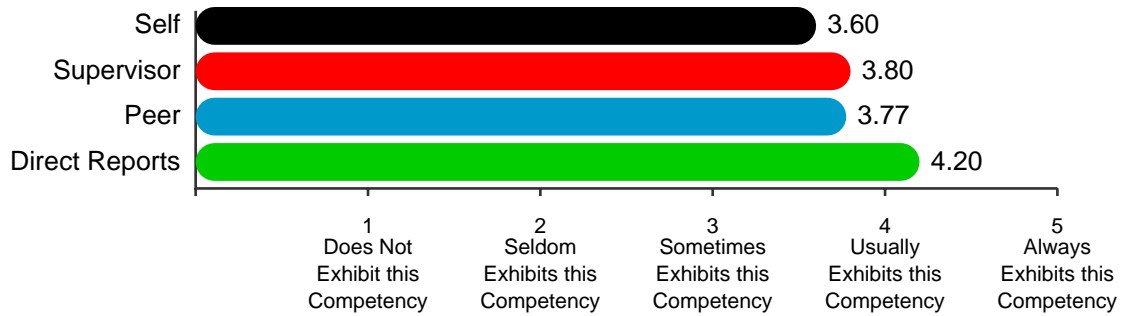
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Adds value to the department/organization.	15	4.33	86.7	13%	40%	47%		
17. Is creative and inspirational.	15	4.27	93.3	7%	60%	33%		
18. Creates a lot of new ideas.	14	4.00	92.9	7%	86%	7%		
19. Inspires creativity in their team.	14	4.14	85.7	7%	7%	50%	36%	
20. Conceives, implements and evaluates ideas.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- Increase in confidence. Being willing to lean into the uncomfortable.
- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- 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.
- Dependability, with whatever is needed.

Passion To Learn

Summary Scores



21. Is committed to enhancing their own knowledge and skills.



22. Takes initiative for own learning and development.



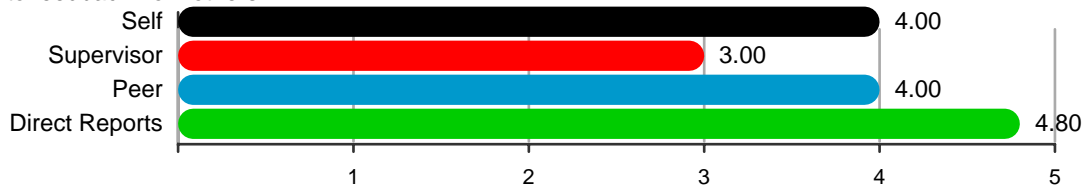
23. Inspires others to learn new things.



24. Creates an environment that supports personal development and exploration.



25. Is open to feedback from others.



Level of Skill

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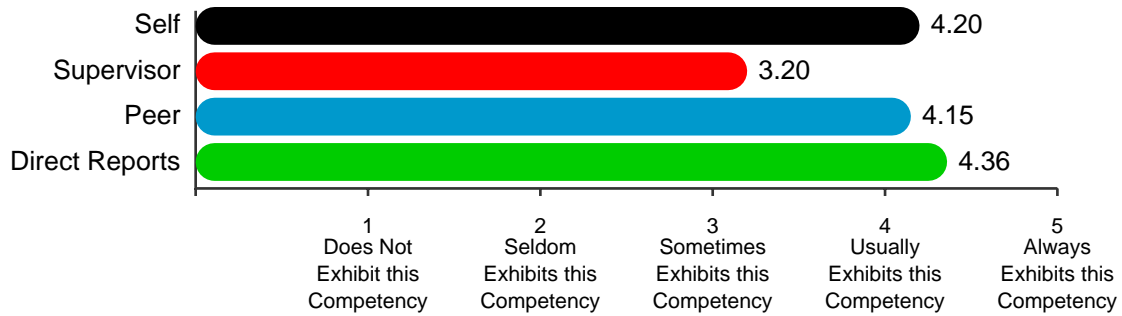
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Is committed to enhancing their own knowledge and skills.	15	4.00	66.7	13%	20%	20%	47%	
22. Takes initiative for own learning and development.	15	3.47	53.3	13%	33%	47%	7%	
23. Inspires others to learn new things.	15	3.60	66.7	13%	20%	60%	7%	
24. Creates an environment that supports personal development and exploration.	15	4.27	86.7	7%	7%	40%	47%	
25. Is open to feedback from others.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

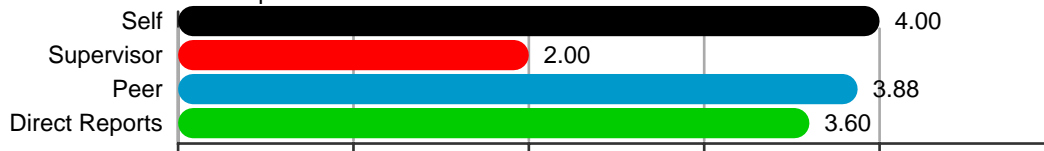
- I believe I need to give her a chance to get into her position.
- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- ___ encourages our staff to strive to be the best that we can be.
- 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.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.

Continual Learning

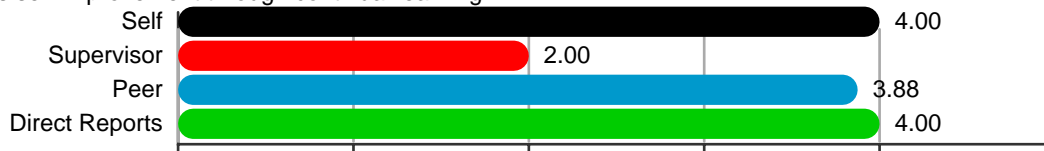
Summary Scores



26. Is open to new ideas and concepts.



27. Pursues self-improvement through continual learning.



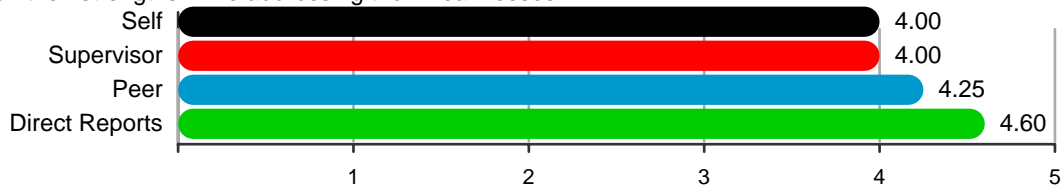
28. Shares best practices with others and learns from others.



29. Takes charge of their training and skills enhancement.



30. Builds on their strengths while addressing their weaknesses.



Level of Skill

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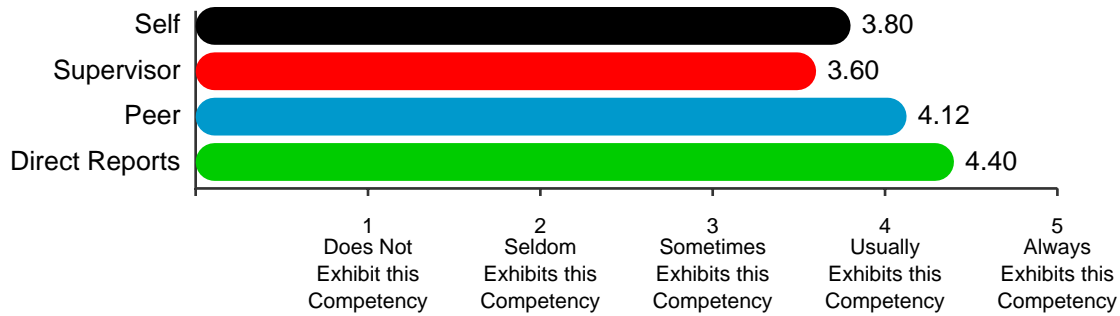
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Is open to new ideas and concepts.	15	3.67	66.7	20%	13%	47%	20%	
27. Pursues self-improvement through continual learning.	15	3.80	73.3	20%	7%	47%	27%	
28. Shares best practices with others and learns from others.	15	4.33	86.7	13%	40%	47%		
29. Takes charge of their training and skills enhancement.	15	4.67	100.0		33%	67%		
30. Builds on their strengths while addressing their weaknesses.	15	4.33	100.0		67%		33%	

Comments:

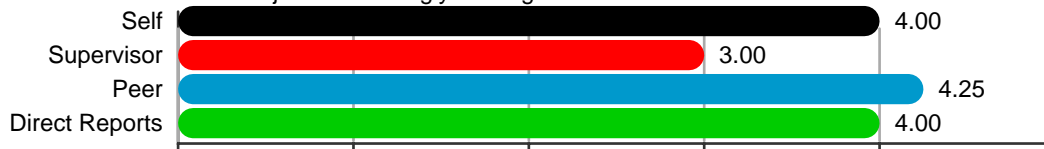
- ___ has brought a much needed positive change to [CompanyName].
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- Our department continues to have a very low loss rate.
- Take charge without being pushed to do so.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.

Quality

Summary Scores



31. Analyze what occurred and re-adjusts accordingly when goals are not met.



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



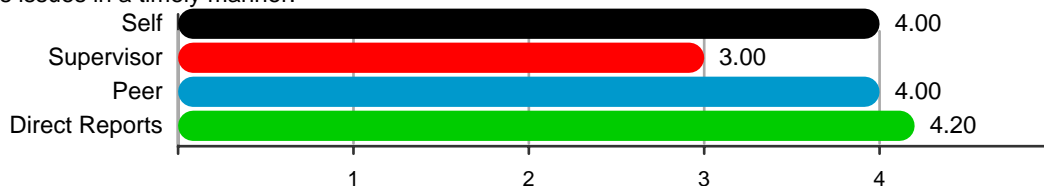
33. Encourages others to produce the highest quality work products.



34. Encourages employees to produce the best quality products.



35. Corrects issues in a timely manner.



Level of Skill

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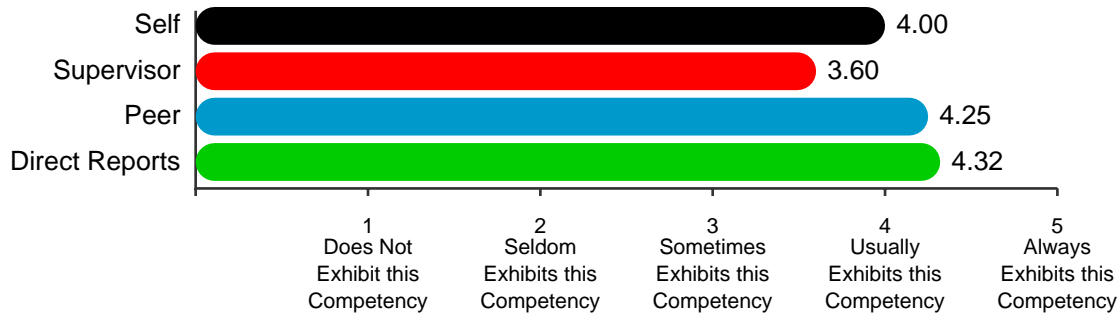
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.07	80.0	20%		53%		27%
32. Reflects on what is working and what could be improved.	15	4.47	100.0		53%		47%	
33. Encourages others to produce the highest quality work products.	15	4.13	80.0	20%		47%		33%
34. Encourages employees to produce the best quality products.	15	4.13	86.7	13%		60%		27%
35. Corrects issues in a timely manner.	15	4.00	80.0	20%		60%		20%

Comments:

- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- She sometimes comes off as confused about organizational/operational direction.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ___ is a new manager and it is clear that she wants to do well and engage her team.

Initiative

Summary Scores



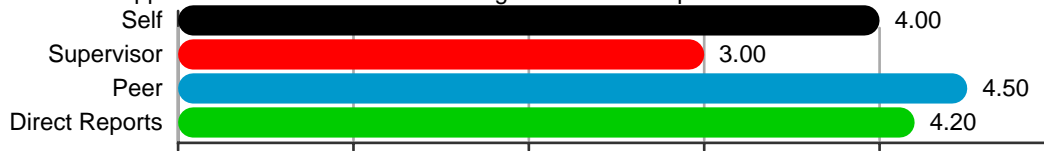
36. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



37. Takes action without being asked.



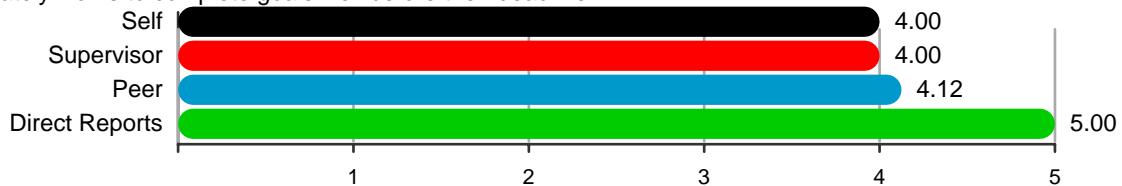
38. Seeks and utilizes opportunities for continuous learning and self-development.



39. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



40. Immediately works to complete goals well before their deadline.



Level of Skill

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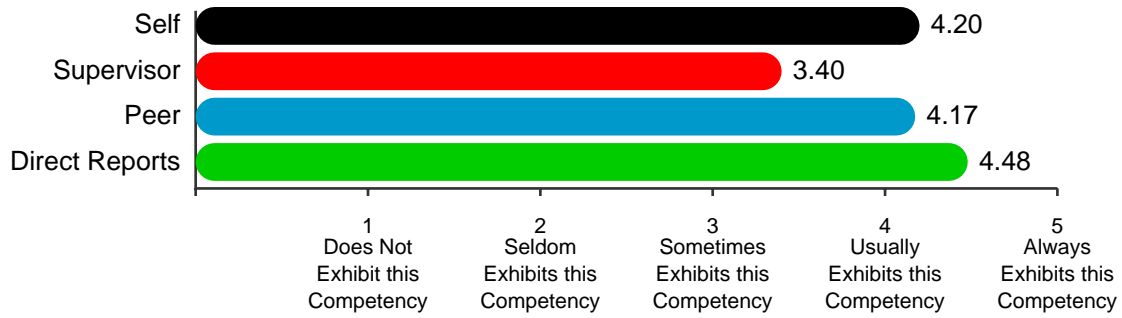
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.33	100.0			67%	33%	
37. Takes action without being asked.	15	3.93	80.0	13%	7%	53%	27%	
38. Seeks and utilizes opportunities for continuous learning and self-development.	15	4.27	86.7		13%	47%	40%	
39. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.13	86.7		13%	60%	27%	
40. Immediately works to complete goals well before their deadline.	15	4.40	93.3		7%	47%	47%	

Comments:

- ___ excels at keeping in touch with all aspects of her, and our jobs.
- ___ is a true asset to [CompanyName].
- ___ has been very supportive of me and the Institute.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- It is often difficult to contact ___ and email communication may take a long period for a reply.

Responsible

Summary Scores



41. Completes assigned work tasks.



42. Responsible for setting the vision of the department.



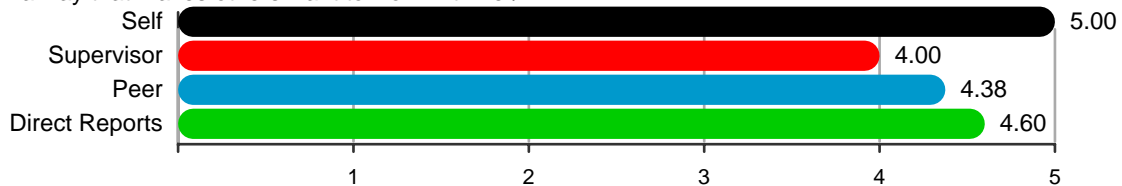
43. Sets high personal standards of performance.



44. Sets a good example.



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



Level of Skill

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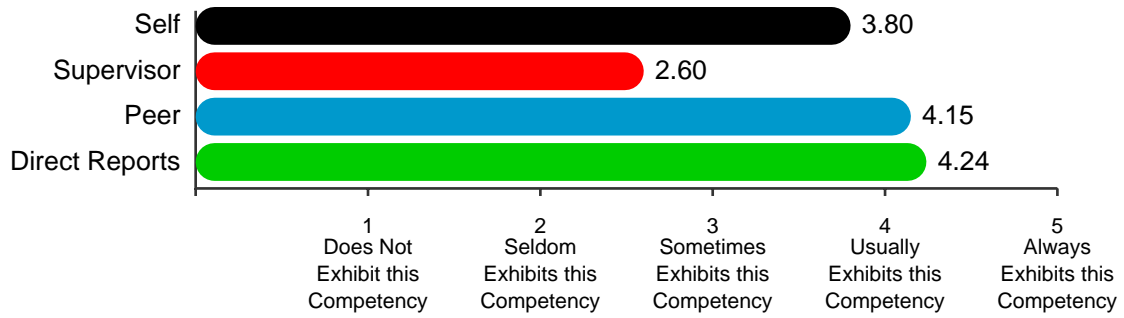
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Completes assigned work tasks.	15	4.33	93.3	7%		53%		40%
42. Responsible for setting the vision of the department.	15	4.20	80.0	20%		40%		40%
43. Sets high personal standards of performance.	15	4.13	86.7	13%		60%		27%
44. Sets a good example.	15	4.00	86.7	13%		73%		13%
45. Works in a way that makes others want to work with her/him.	15	4.47	93.3	7%		40%		53%

Comments:

- Provide more clarity. Increase your technical knowledge.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- She communicates well to all staff and we know what is expected of us.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- ___ 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.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

Conflict Management

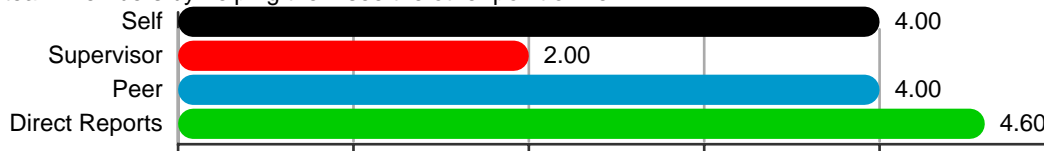
Summary Scores



46. Tries to understand others' point of view before making judgments



47. Assists team members by helping them see the other point of view.



48. Deals effectively with employee grievances.



49. Clearly expresses expectations to others.



50. Identifies and takes steps to prevent potential confrontations.



Level of Skill

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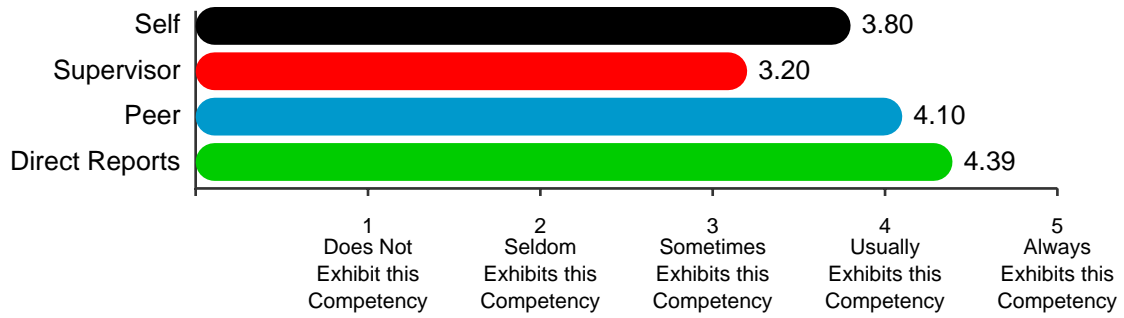
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Tries to understand others' point of view before making judgments	15	3.87	80.0	7%	13%	67%	13%	
47. Assists team members by helping them see the other point of view.	15	4.07	86.7	13%		53%	33%	
48. Deals effectively with employee grievances.	15	4.13	86.7		13%	60%	27%	
49. Clearly expresses expectations to others.	15	4.20	86.7	7%	7%	47%	40%	
50. Identifies and takes steps to prevent potential confrontations.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- She often involves her team in decision making and to determine how to achieve outcomes.
- Provide more clarity. Increase your technical knowledge.
- ___ has been eager to learn her new position and is transitioning well.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.

Entrepreneurship

Summary Scores



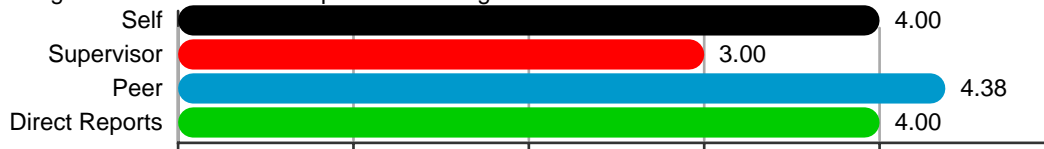
51. Maintains a high level of energy to respond to demands of the job.



52. Is comfortable operating in an environment of uncertainty.



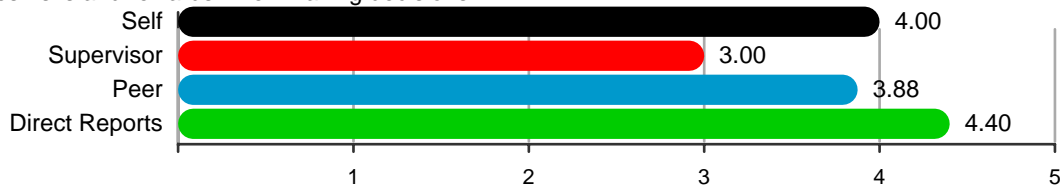
53. Has a strategic awareness on how to promote the organization.



54. Encourages dynamic growth opportunities.



55. Balances risks and rewards when making decisions.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Maintains a high level of energy to respond to demands of the job.	14	4.14	92.9	7%		71%		21%
52. Is comfortable operating in an environment of uncertainty.	14	4.21	85.7	14%		50%		36%
53. Has a strategic awareness on how to promote the organization.	15	4.13	80.0	20%		47%		33%
54. Encourages dynamic growth opportunities.	15	4.07	80.0	20%		53%		27%
55. Balances risks and rewards when making decisions.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ provides opportunities for her staff to grow professionally and encourages them.
- She does not settle- but will continue a search until the right fit is found.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- Don't know where we would be without her.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- She is an excellent teammate, great attitude, effort, and energy.

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?

- ___ takes people where they want to go and pushes them to be their own success.
- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- I appreciate how ___ guides, supports, and direct staff.
- Always steps up if help is needed.

What do you like best about working with this individual?

- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- She has the desire and effort to get it right and continuously improve self and culture.
- She won't settle for less.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.

What do you like least about working with this individual?

- Collaboration and dissemination of information and projects is something ___ does well.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- 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 excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.

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

- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leds and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Overall I think she does a great job and she is very approachable.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.

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

- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___ has excellent job and people skills.
- ___ exemplifies all of the above.
- I know I can always count of ___ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.
- ___ is consistent in her messaging about how we best serve the customers.
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.

Any final comments?

- She consistently conducts herself with professionalism and represents our unit well.
- She is a great teammate.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- ___ 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 understands our job and works with us to improve our productivity while being concerned with our job satisfaction.