

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.

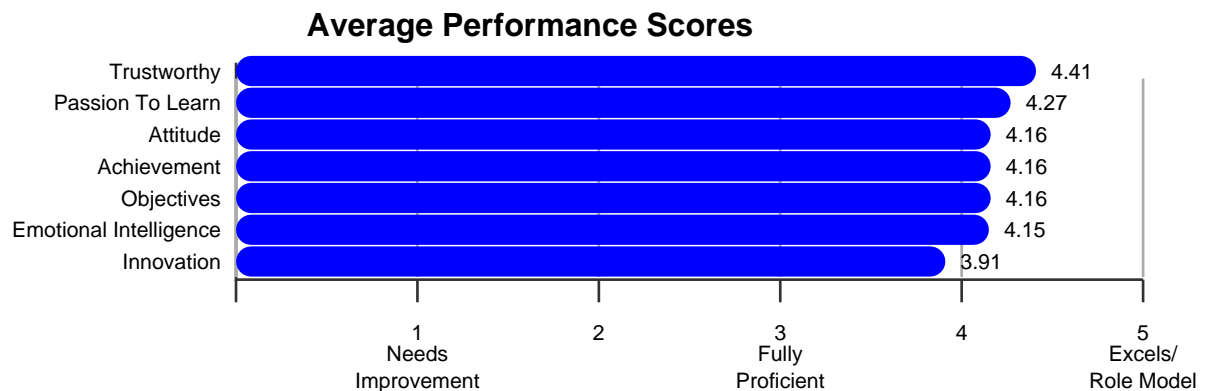
What to Do with Your Feedback

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 7 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.



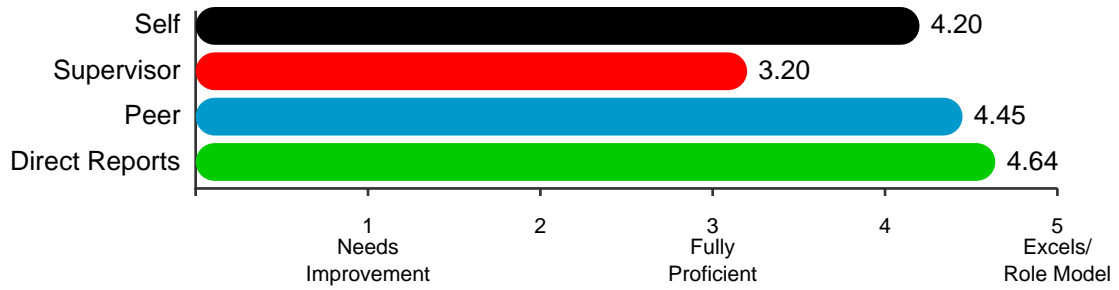
Gap Analysis

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. Demonstrates congruence between statements and actions.



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



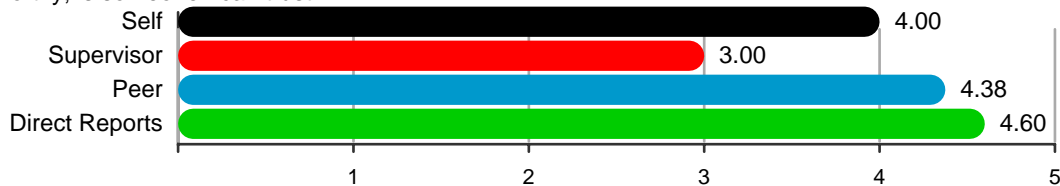
3. Delivers on promises made.



4. Consistently keeps commitments.



5. Is trustworthy; is someone I 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 (Needs Improvement) to green (Excels/ Role Model).

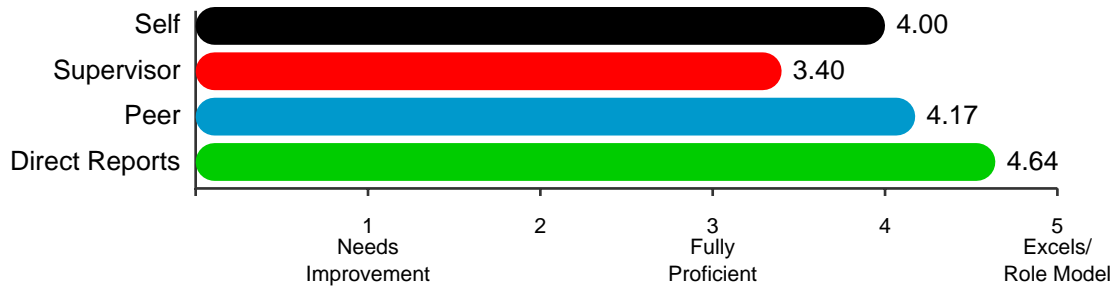
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Demonstrates congruence between statements and actions.	15	4.20	93.3	7%	67%	27%
2. Works in a way that makes others want to work with her/him.	15	4.87	100.0	13%	87%	
3. Delivers on promises made.	15	4.27	93.3	7%	60%	33%
4. Consistently keeps commitments.	15	4.40	86.7	13%	33%	53%
5. Is trustworthy; is someone I can trust.	15	4.33	93.3	7%	53%	40%

Comments:

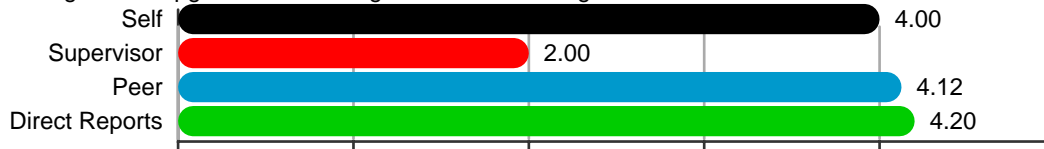
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- She values our feedback and takes our recommendations seriously.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.

Passion To Learn

Summary Scores



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



7. Enhances value to the company through additional training and development.



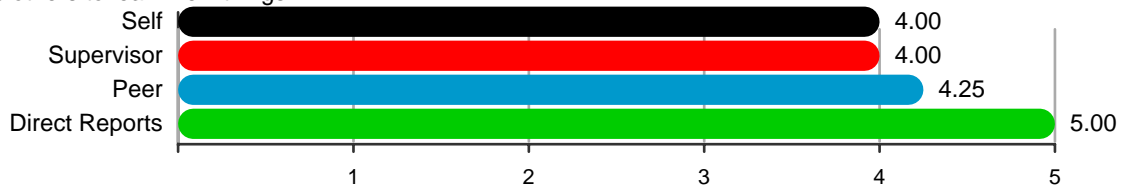
8. Is open to feedback from others.



9. Takes initiative for own learning and development.



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 (Needs Improvement) to green (Excels/ Role Model).

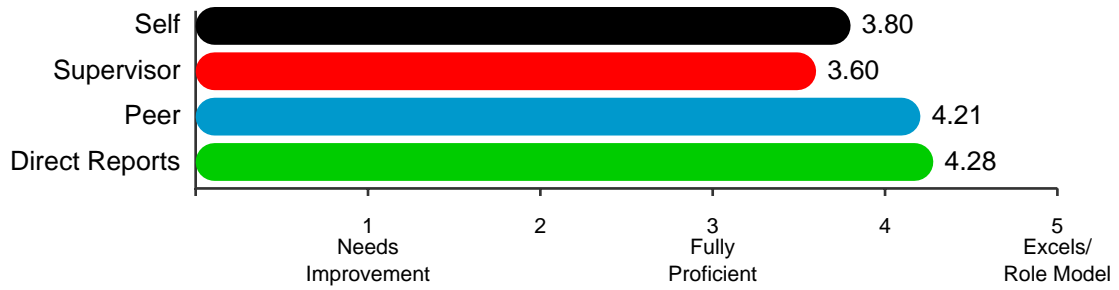
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Exhibits willingness to upgrade skills through additional training and education.	15	4.00	80.0	7%	13%	53%	27%
7. Enhances value to the company through additional training and development.	15	4.07	80.0		20%	53%	27%
8. Is open to feedback from others.	15	4.33	93.3	7%		47%	47%
9. Takes initiative for own learning and development.	15	4.47	93.3	7%		40%	53%
10. Inspires others to learn new things.	15	4.47	93.3	7%		40%	53%

Comments:

- Based on her customer satisfaction scores it is clear she has a strong team in place.
- I feel ___ always has the customer's best interest at heart.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- 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 feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.

Attitude

Summary Scores



11. Contributes to a positive and fun work environment.



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



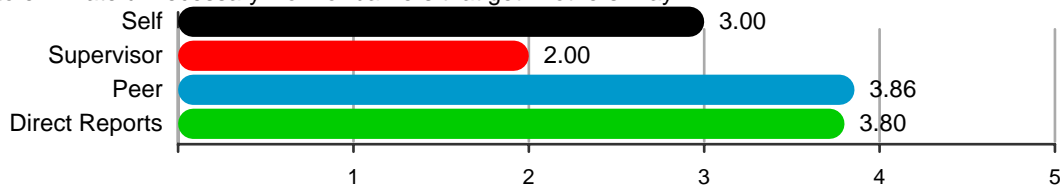
13. Contributes to a positive work environment.



14. Treats all people fairly and with respect.



15. Works to eliminate unnecessary work or barriers that get in others' way.



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).

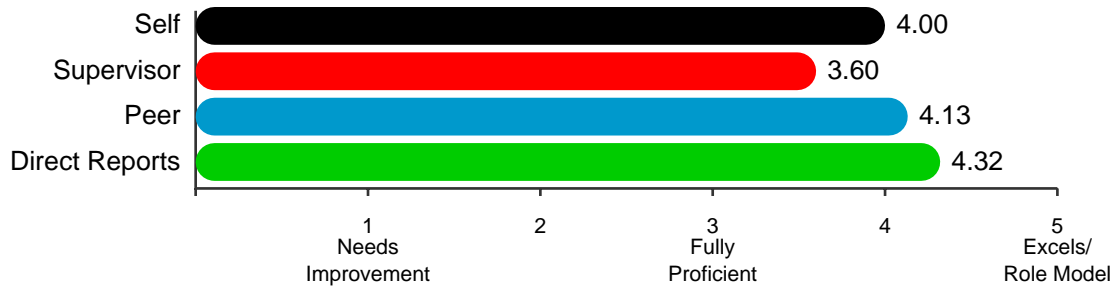
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Contributes to a positive and fun work environment.	15	4.60	100.0	40%	60%	
12. Shows by their actions that they trust in the positive intentions of others.	15	4.27	100.0	73%	27%	
13. Contributes to a positive work environment.	15	4.33	100.0	67%	33%	
14. Treats all people fairly and with respect.	15	3.93	73.3	27%	53%	20%
15. Works to eliminate unnecessary work or barriers that get in others' way.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- Each member feels they are a part of the team and knows their contribution is valued.
- ___ is very reliable and collaborates well on projects.
- ___ has a good perspective on the organization as a whole.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- Don't know where we would be without her.

Emotional Intelligence

Summary Scores



16. Accurately perceives the emotional reactions of others.



17. Is attentive to emotional cues and interprets others' feelings correctly.



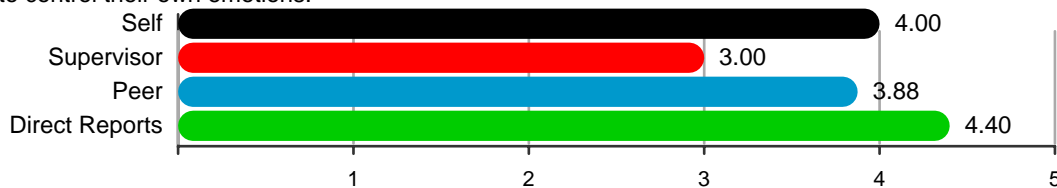
18. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



20. Is able to control their own emotions.



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).

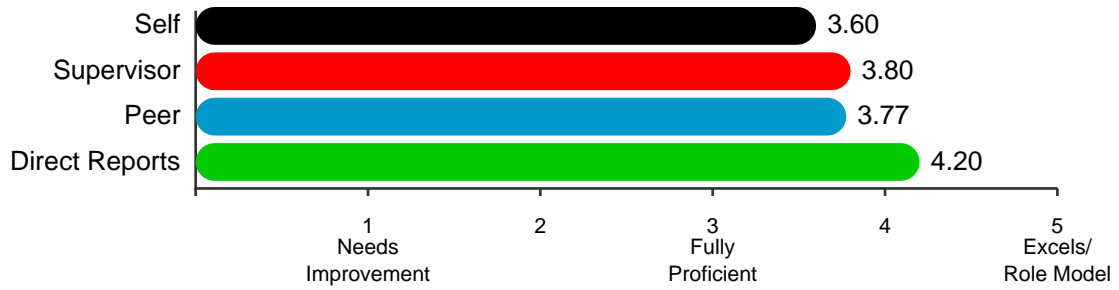
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Accurately perceives the emotional reactions of others.	15	4.33	86.7	13%		40%	47%
17. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.27	93.3	7%		60%	33%
18. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	14	4.00	92.9	7%		86%	7%
19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	4.14	85.7	7%	7%	50%	36%
20. Is able to control their own emotions.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- Cannot think of anything
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- Her years of experience and wisdom are generously shared and appreciated.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.

Innovation

Summary Scores



21. Implements best practices within the department.



22. Creates a safe environment for idea-sharing.



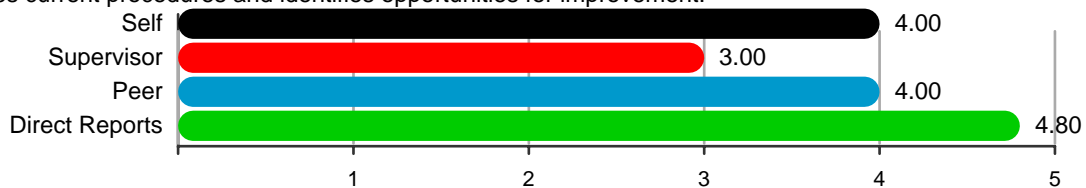
23. Encourages open communication to ensure that all proposals are considered.



24. Develops new products and services.



25. Analyzes current procedures and identifies opportunities 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 (Needs Improvement) to green (Excels/ Role Model).

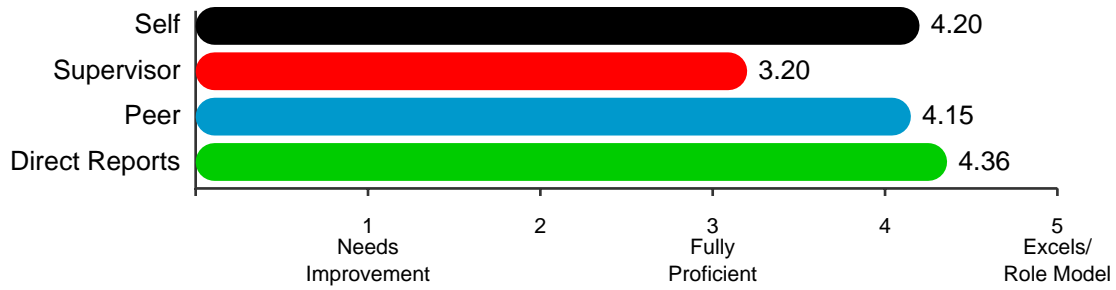
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Implements best practices within the department.	15	4.00	66.7	13%	20%	20%	47%	
22. Creates a safe environment for idea-sharing.	15	3.47	53.3	13%	33%	47%	7%	
23. Encourages open communication to ensure that all proposals are considered.	15	3.60	66.7	13%	20%	60%	7%	
24. Develops new products and services.	15	4.27	86.7	7%	7%	40%	47%	
25. Analyzes current procedures and identifies opportunities for improvement.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

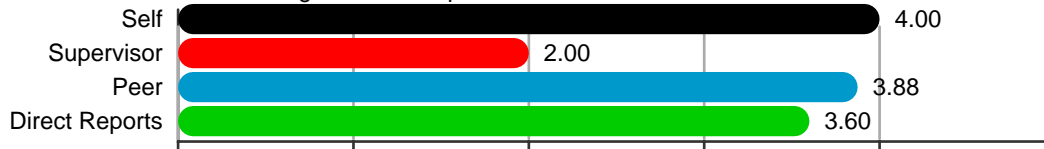
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- While encouraging folks to continue with their education, she is also continuing with her education.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Good Team Player! Good decision making skills. A hard worker.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- Need to take in all opinions, not just those of employees who are not always truthful....

Achievement

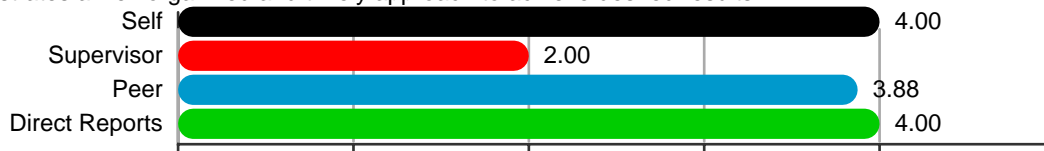
Summary Scores



26. Takes calculated risks to achieve higher levels of performance.



27. Demonstrates a well-organized and timely approach to achieve desired results



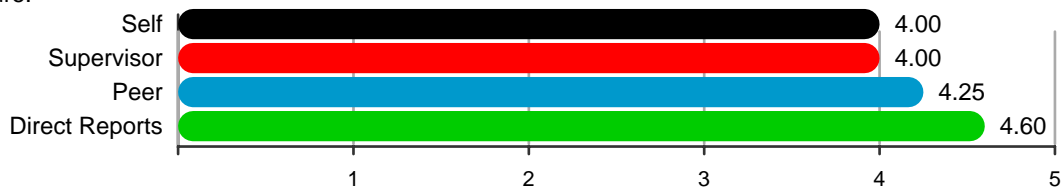
28. Holds others to high standards of achievement.



29. Accepts setbacks and challenges as improvement opportunities



30. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.



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).

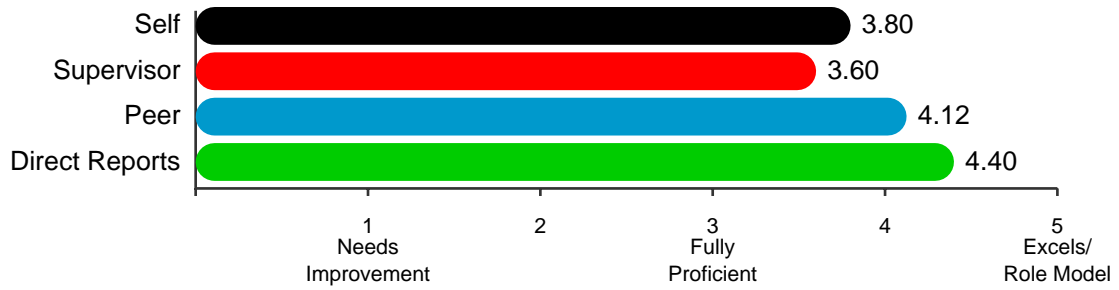
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Takes calculated risks to achieve higher levels of performance.	15	3.67	66.7	20%	13%	47%		20%
27. Demonstrates a well-organized and timely approach to achieve desired results	15	3.80	73.3	20%	7%	47%		27%
28. Holds others to high standards of achievement.	15	4.33	86.7	13%		40%		47%
29. Accepts setbacks and challenges as improvement opportunities	15	4.67	100.0			33%		67%
30. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	4.33	100.0			67%		33%

Comments:

- She has worked hard to understand people's strengths and what they need from her.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- Job performance is excellent. Lucky to have ___ on our team.
- ___ 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.
- ___ has excellent job and people skills.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.

Objectives

Summary Scores



31. Effectively organizes resources and plans



32. Ability to establish realistic goals.



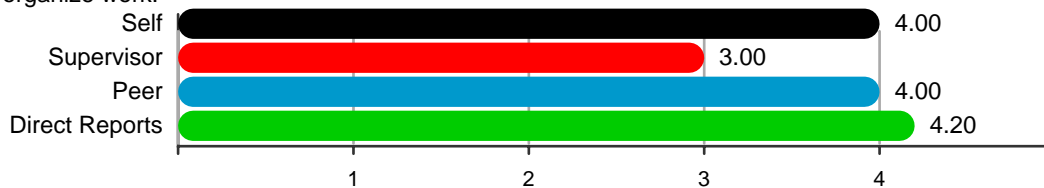
33. Establishes goals and objectives.



34. Organizes and schedules events, activities, and resources.



35. Able to organize work.



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
31. Effectively organizes resources and plans	15	4.07	80.0	20%	53%	27%
32. Ability to establish realistic goals.	15	4.47	100.0		53%	47%
33. Establishes goals and objectives.	15	4.13	80.0	20%	47%	33%
34. Organizes and schedules events, activities, and resources.	15	4.13	86.7	13%	60%	27%
35. Able to organize work.	15	4.00	80.0	20%	60%	20%

Comments:

- I value ___'s advice and support as we realigned my department a few times this year.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- ___'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.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- Unfortunately there has been inconsistency in actions and results.

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 stays in her office, and is largely oblivious to the daily activities of customer service.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- Our department continues to have a very low loss rate.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.

What do you like best about working with this individual?

- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- Experience, mentoring and self-confidence.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.

What do you like least about working with this individual?

- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- ___ has done a remarkable job managing the department.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.

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

- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- Team-oriented and goal focused. Shows continuous desire for improvement.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- Resources are managed carefully with input sought and considered before applying those resources.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

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

- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- Takes complete ownership of role and looks for ways to assist teammates.
- ___ has excellent communication skills with both staff and her management team.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- She is, quite simply, the best boss I've ever had.

Any final comments?

- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- ___ has done a great job of continuing to grow and refine the service lines.
- 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.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.