



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.

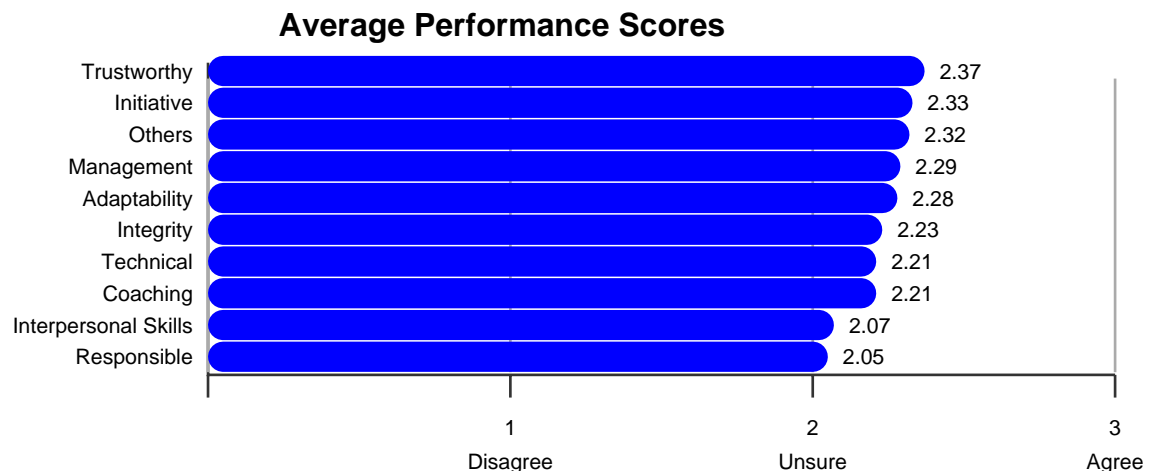
What to Do with Your Feedback

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 10 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

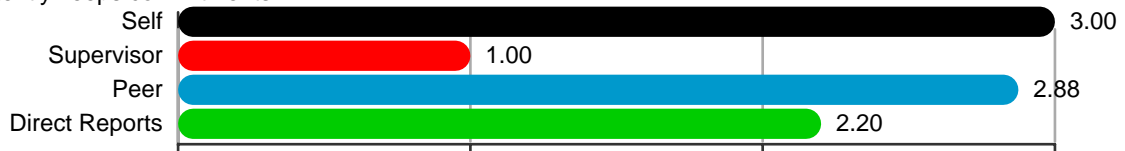
Summary Scores



1. Is trustworthy; is someone I can trust.



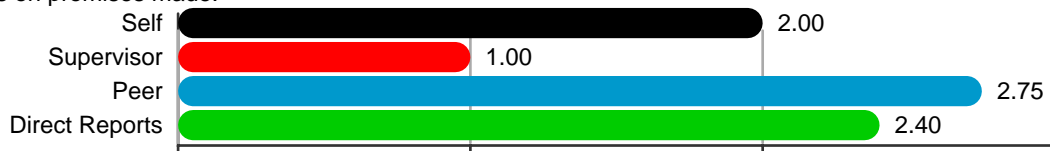
2. Consistently keeps commitments.



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



4. Delivers on promises made.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Is trustworthy; is someone I can trust.	15	2.27	33.3	7%	60%	33%
2. Consistently keeps commitments.	15	2.53	73.3	20%	7%	73%
3. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	2.33	40.0	7%	53%	40%
4. Delivers on promises made.	15	2.47	53.3	7%	40%	53%
5. Is a person you can trust.	15	2.27	40.0	13%	47%	40%

Comments:

- I cannot say if he challenges others.
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way _____ can.
- 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.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- _____ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.

Adaptability

Summary Scores



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



7. Adjusts priorities to changing business goals.



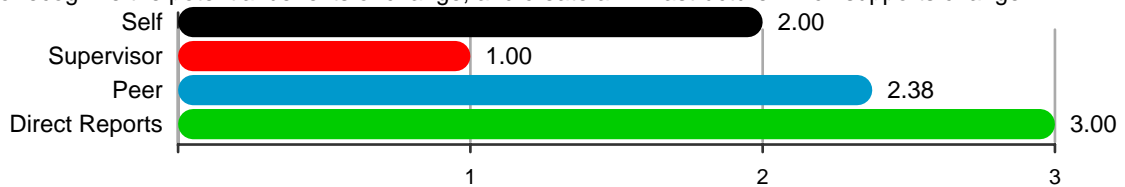
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.



9. Flexible and open to new ideas and encourages others to value change.



10. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.



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. Is proactive and takes steps to prepare for changes in the workplace.	15	2.13	33.3	20%	47%	33%
7. Adjusts priorities to changing business goals.	15	2.07	26.7	20%	53%	27%
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	2.33	40.0	7%	53%	40%
9. Flexible and open to new ideas and encourages others to value change.	15	2.40	53.3	13%	33%	53%
10. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	2.47	60.0	13%	27%	60%

Comments:

- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- Is a fantastic source of feedback and growth development.
- _____ is organized and thorough.
- I feel as though _____ is still getting to know his management team and employees. He 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 he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work

Integrity

Summary Scores



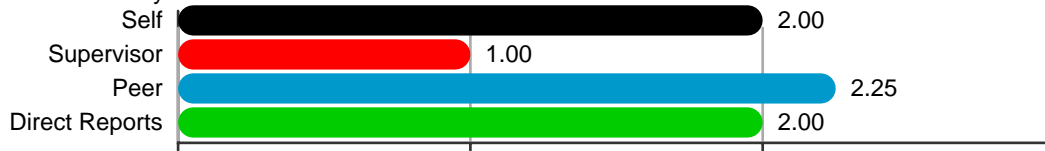
11. Demonstrates honesty and truthfulness at all times.



12. Follows tasks to completion.



13. Demonstrates sincerity in actions with others.



14. Maintains strong relationships with others.



15. Fosters an environment built upon trust.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

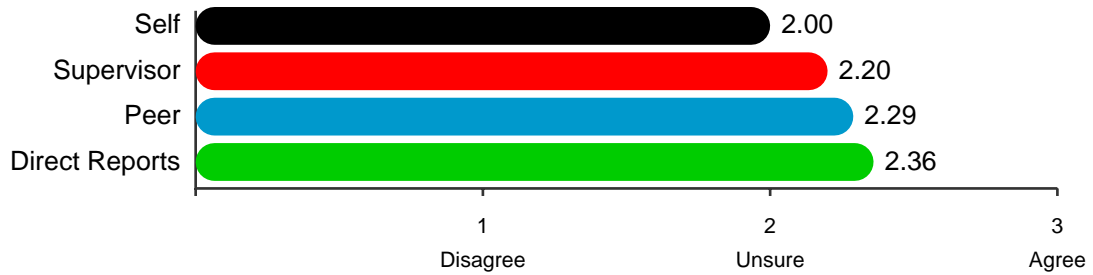
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Demonstrates honesty and truthfulness at all times.	15	2.33	40.0	7%	53%	40%
12. Follows tasks to completion.	15	2.07	20.0	13%	67%	20%
13. Demonstrates sincerity in actions with others.	15	2.07	26.7	20%	53%	27%
14. Maintains strong relationships with others.	15	2.27	40.0	13%	47%	40%
15. Fosters an environment built upon trust.	14	2.43	50.0	7%	43%	50%

Comments:

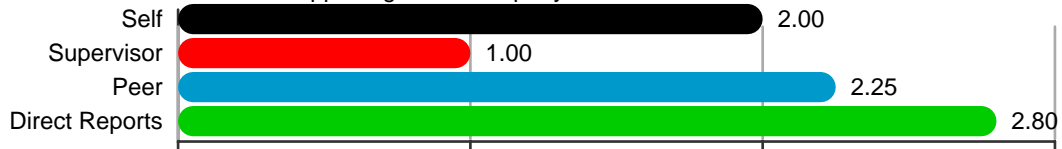
- _____ is very sharp and plays a vital role in this organization
- Collaboration and dissemination of information and projects is something _____ does well.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- He is a strength that supports department morale and work flow.
- You could check for clarity in expectations more frequently.

Management

Summary Scores



16. Keep staff informed about what is happening in the company



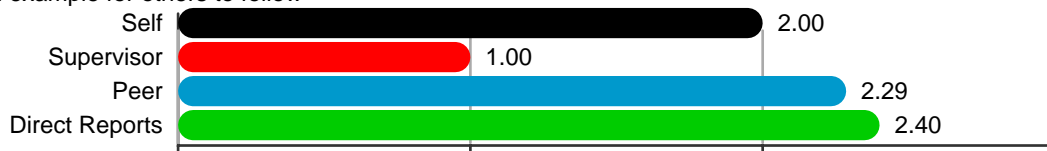
17. Takes responsibility for things that go wrong



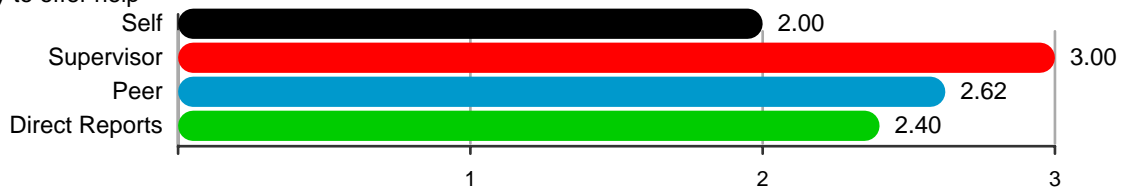
18. Delegate tasks effectively



19. Sets an example for others to follow



20. Is ready to offer help



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. Keep staff informed about what is happening in the company	15	2.33	46.7	13%	40%	47%
17. Takes responsibility for things that go wrong	15	2.33	40.0	7%	53%	40%
18. Delegate tasks effectively	14	2.00	14.3	14%	71%	14%
19. Sets an example for others to follow	14	2.21	42.9	21%	36%	43%
20. Is ready to offer help	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- He is very supportive of us and the job we do.

Initiative

Summary Scores



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



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



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



24. Takes action without being asked.



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



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. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.60	66.7	7%	27%	67%
22. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.33	40.0	7%	53%	40%
23. Immediately works to complete goals well before their deadline.	15	2.07	20.0	13%	67%	20%
24. Takes action without being asked.	15	2.40	53.3	13%	33%	53%
25. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	2.27	53.3	27%	20%	53%

Comments:

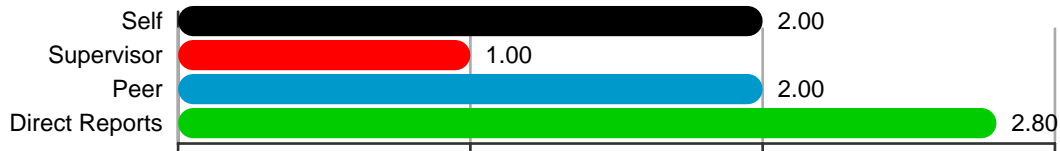
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- _____ is a strong leader and passionate about his customers, staff and safety.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.

Technical

Summary Scores



26. Seeks information from others as needed.



27. Demonstrates mastery of the technical competencies required in his/her work.



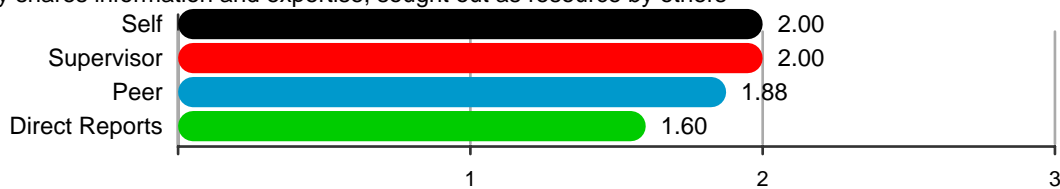
28. Knows how to produce high quality products/work.



29. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



30. Willingly shares information and expertise; sought out as resource by others



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

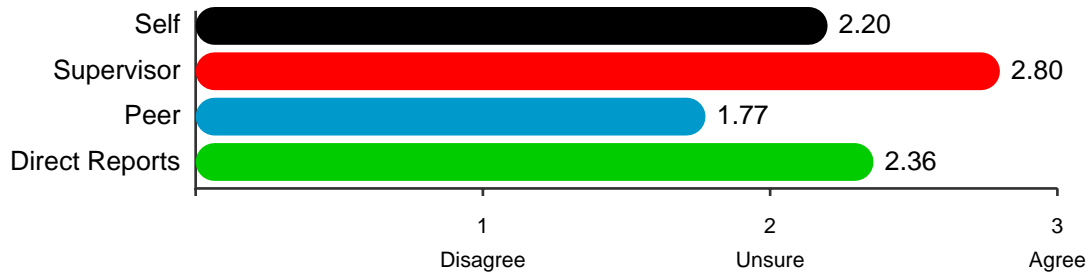
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Seeks information from others as needed.	15	2.20	33.3	13%	53%	33%
27. Demonstrates mastery of the technical competencies required in his/her work.	15	2.00	26.7	27%	47%	27%
28. Knows how to produce high quality products/work.	15	2.47	53.3	7%	40%	53%
29. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	2.60	60.0		40%	60%
30. Willingly shares information and expertise; sought out as resource by others	15	1.80	13.3	33%	53%	13%

Comments:

- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- 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.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.

Interpersonal Skills

Summary Scores



31. Able to work with individuals at all levels of the Company.



32. Successfully resolves conflicts and grievances to a win-win solution.



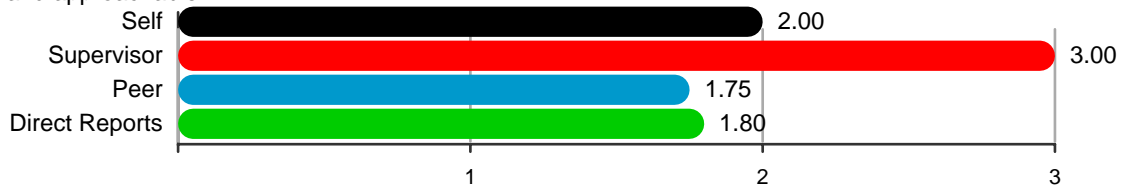
33. Strives for win/win solutions



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



35. Is open and approachable



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).

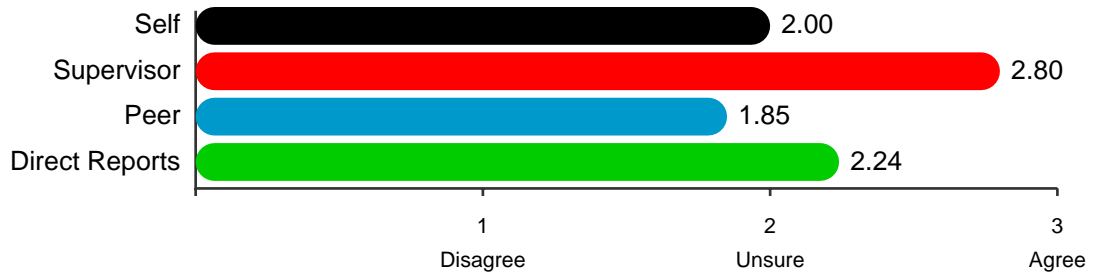
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Able to work with individuals at all levels of the Company.	15	2.13	33.3	20%	47%	33%
32. Successfully resolves conflicts and grievances to a win-win solution.	15	2.13	33.3	20%	47%	33%
33. Strives for win/win solutions	15	2.07	33.3	27%	40%	33%
34. Uses tact, compassion, and sensitivity in interactions with others.	15	2.13	26.7	13%	60%	27%
35. Is open and approachable	15	1.87	20.0	33%	47%	20%

Comments:

- I think he is the kind of manager our department has needed and will continue to need.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- _____ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- He has been a great addition to the department in this area.

Responsible

Summary Scores



36. Sets a good example



37. Sets a good example.



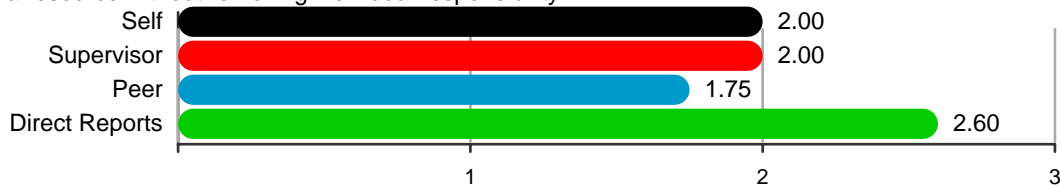
38. Sets high personal standards of performance.



39. Responsible for setting the vision of the department.



40. Acts as a resource without removing individual responsibility.



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).

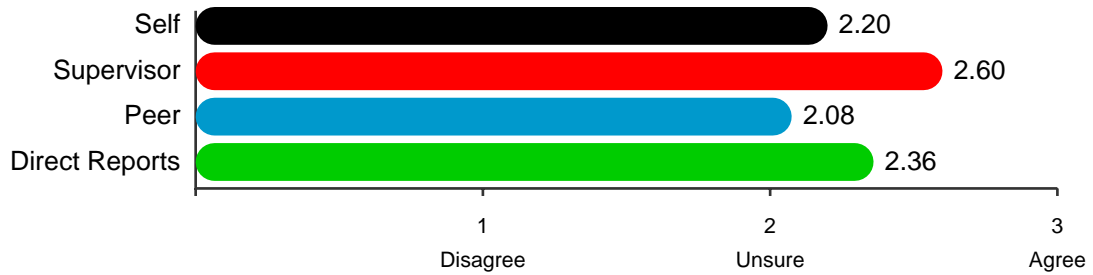
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Sets a good example	15	1.87	20.0	33%	47%	20%
37. Sets a good example.	15	1.93	13.3	20%	67%	13%
38. Sets high personal standards of performance.	15	2.07	33.3	27%	40%	33%
39. Responsible for setting the vision of the department.	15	2.33	33.3		67%	33%
40. Acts as a resource without removing individual responsibility.	15	2.07	33.3	27%	40%	33%

Comments:

- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.

Coaching

Summary Scores



41. Conducts regular performance appraisals and feedback.



42. Addresses employee behavior problems effectively.



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



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



45. Coaches employees in how to strengthen knowledge and skills to improve work performance.



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).

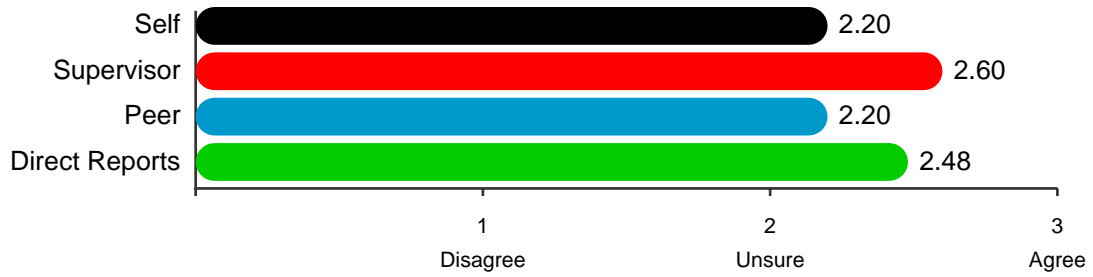
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Conducts regular performance appraisals and feedback.	15	2.00	26.7	27%	47%	27%
42. Addresses employee behavior problems effectively.	15	2.13	33.3	20%	47%	33%
43. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.20	40.0	20%	40%	40%
44. Helps employees to understand responsibilities, authority, and expectations.	15	2.20	26.7	7%	67%	27%
45. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ takes people where they want to go and pushes them to be their own success.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.

Others

Summary Scores



46. Treats others with respect and dignity.



47. ...treats others with respect and dignity.



48. Consistently demonstrates ability and willingness to trust others.



49. Helpful



50. Forms working relationships with employees from other departments.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Treats others with respect and dignity.	15	2.27	26.7		73%	27%
47. ...treats others with respect and dignity.	15	2.13	26.7	13%	60%	27%
48. Consistently demonstrates ability and willingness to trust others.	15	2.40	40.0		60%	40%
49. Helpful	15	2.47	46.7		53%	47%
50. Forms working relationships with employees from other departments.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ works with a very diverse group and treats everyone the same while respecting that diversity.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- He is well respected.
- _____ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.

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?

- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- _____ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- We are striving to meet best practice standards.
- _____ is organized and thorough.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.

What do you like best about working with this individual?

- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- The department is lucky to have him.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

What do you like least about working with this individual?

- _____ analyzes all situations before making a decision.
- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- While encouraging folks to continue with their education, he is also continuing with his education.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.

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

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.

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

- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring there is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- He often involves his team in decision making and to determine how to achieve outcomes.
- He has a calm demeanor and willingness to help with anything.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.

Any final comments?

- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- _____ is a valued member of the department.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.