



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.

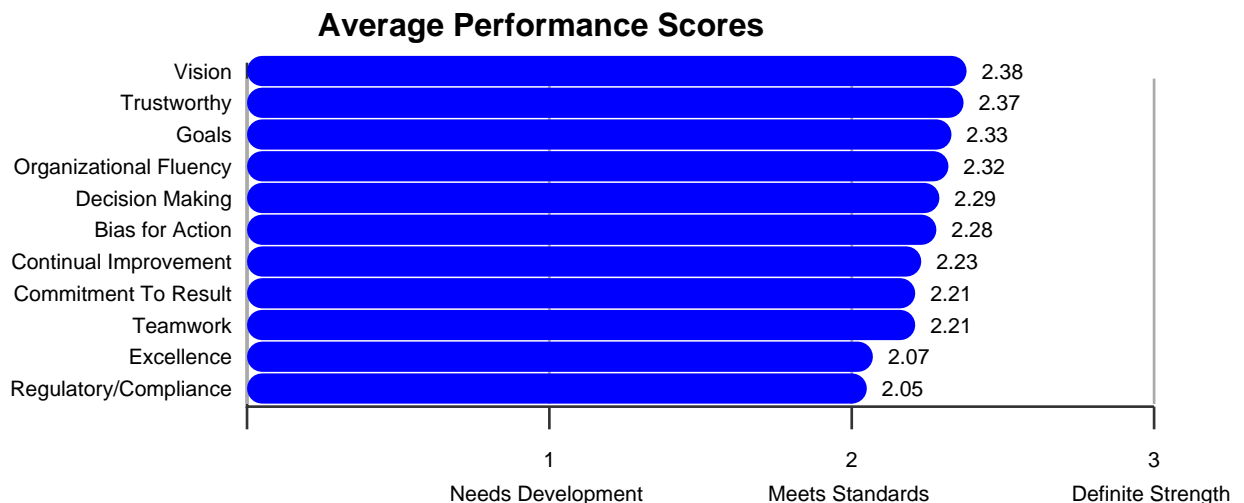
What to Do with Your Feedback

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.



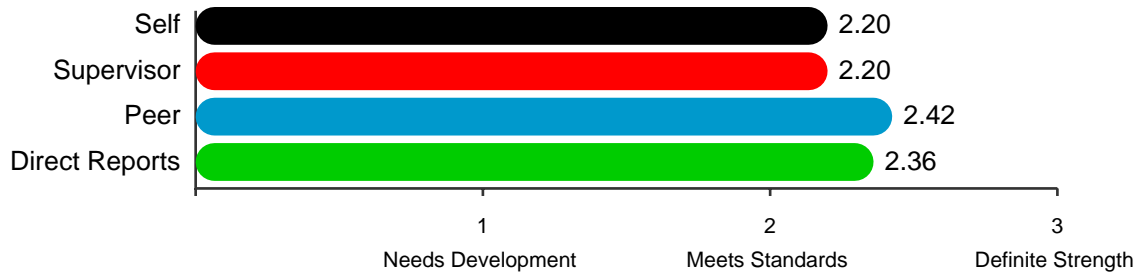
Gap Analysis

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

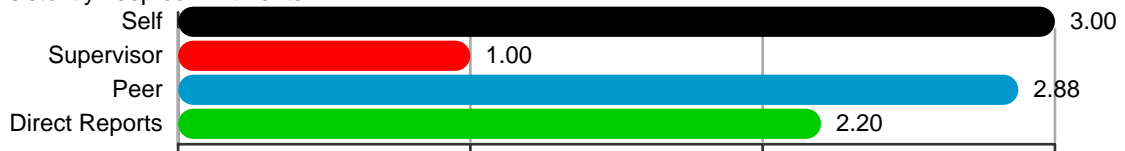
Summary Scores



1. You take ownership, deliver on commitments



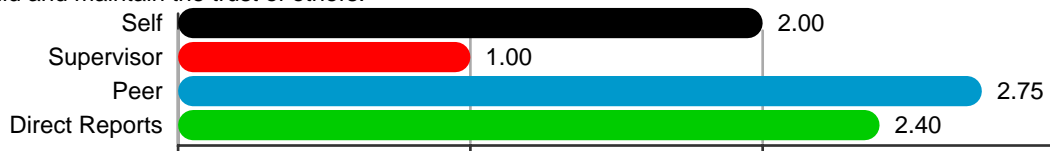
2. You consistently keep commitments.



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



4. You build and maintain the trust of others.



5. You communicate an understanding of the other person's interests, needs and concerns.



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 Development) to green (Definite Strength).

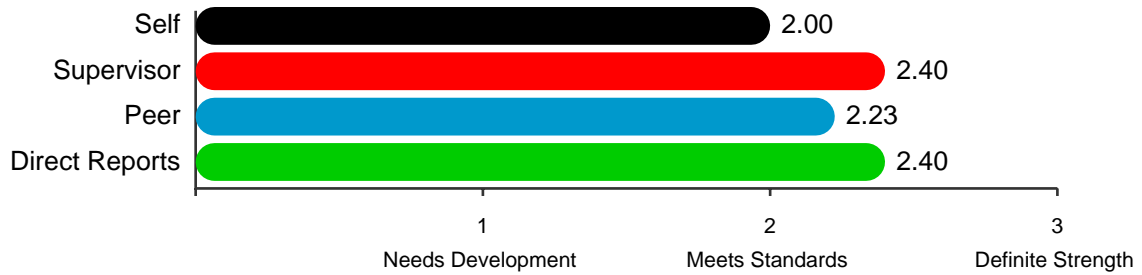
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You take ownership, deliver on commitments	15	2.27	33.3	7%	60%	33%
2. You consistently keep commitments.	15	2.53	73.3	20%	7%	73%
3. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	15	2.33	40.0	7%	53%	40%
4. You build and maintain the trust of others.	15	2.47	53.3	7%	40%	53%
5. You communicate an understanding of the other person's interests, needs and concerns.	15	2.27	40.0	13%	47%	40%

Comments:

- He is a strength that supports department morale and work flow.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.

Bias for Action

Summary Scores



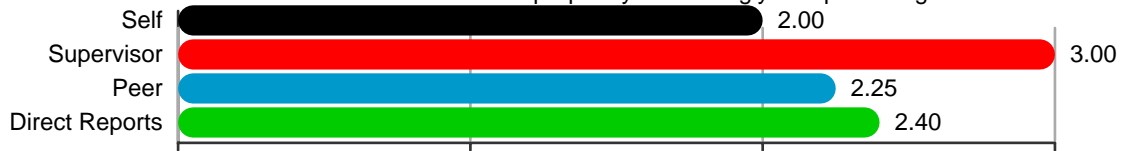
6. You identify ways to simplify work processes and reduce cycle times



7. You motivate others to achieve or exceed goals



8. You coach others to foster an environment which can adapt quickly and willingly to rapid change.



9. You complete a large volume of work.



10. You complete work on time



Level of Skill

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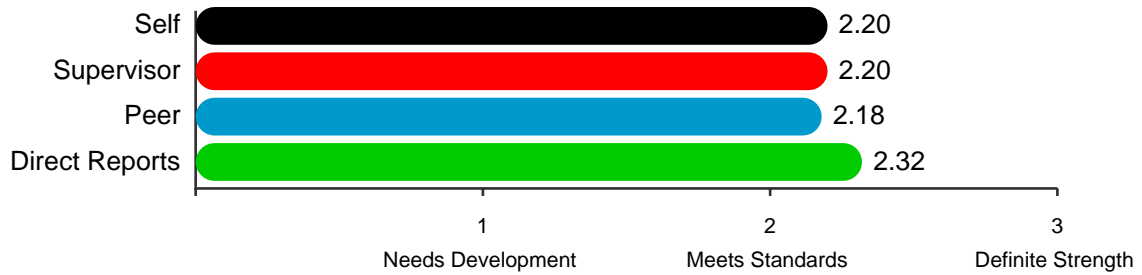
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You identify ways to simplify work processes and reduce cycle times	15	2.13	33.3	20%	47%	33%
7. You motivate others to achieve or exceed goals	15	2.07	26.7	20%	53%	27%
8. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.33	40.0	7%	53%	40%
9. You complete a large volume of work.	15	2.40	53.3	13%	33%	53%
10. You complete work on time	15	2.47	60.0	13%	27%	60%

Comments:

- I think he is doing really good work and I found that to be one area I could list that might help.
- Positive attitude.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- Does above and beyond work consistently
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.

Continual Improvement

Summary Scores



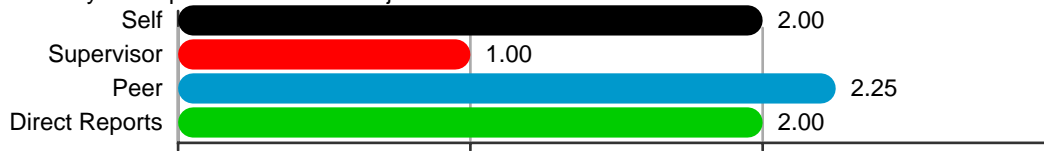
11. You promote training and development opportunities to enhance job performance.



12. You analyze processes to determine areas for improvement.



13. You look for ways to expand and learn new job skills.



14. You look for ways to improve work processes and procedures.



15. You encourage an employee culture of continuous improvement to seek out better ways of doing things.



Level of Skill

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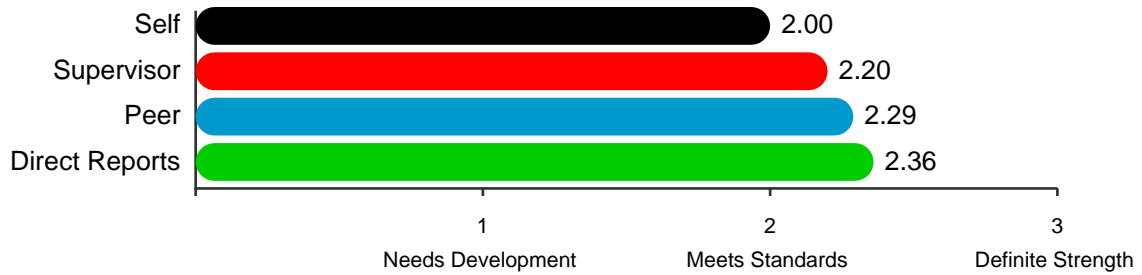
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You promote training and development opportunities to enhance job performance.	15	2.33	40.0	7%	53%	40%
12. You analyze processes to determine areas for improvement.	15	2.07	20.0	13%	67%	20%
13. You look for ways to expand and learn new job skills.	15	2.07	26.7	20%	53%	27%
14. You look for ways to improve work processes and procedures.	15	2.27	40.0	13%	47%	40%
15. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	14	2.43	50.0	7%	43%	50%

Comments:

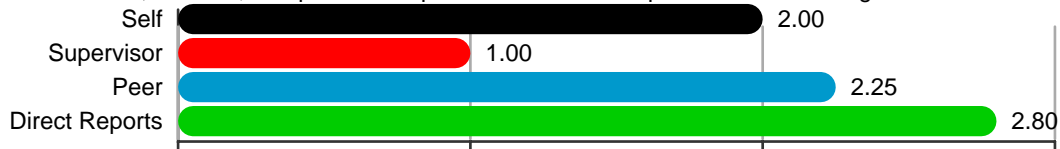
- _____ is a hands on leader in our program.
- Uses his people skills to change negative situations into positive.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- Please know that stress can occasionally slow down progress.
- he is open and willing to share his vision for the team.
- _____ 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.

Decision Making

Summary Scores



16. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action



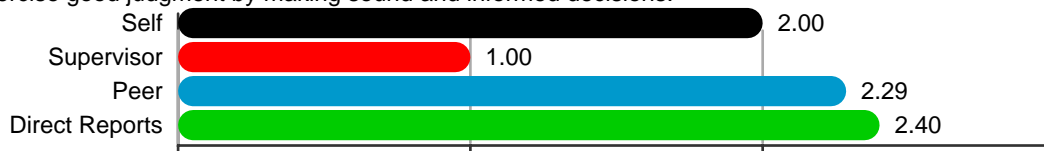
17. You break complex issues into manageable parts and organize them in a systematic way before making decisions



18. You do not lose sight of the big picture when making decisions



19. You exercise good judgment by making sound and informed decisions.



20. You are able to make decisions quickly.



Level of Skill

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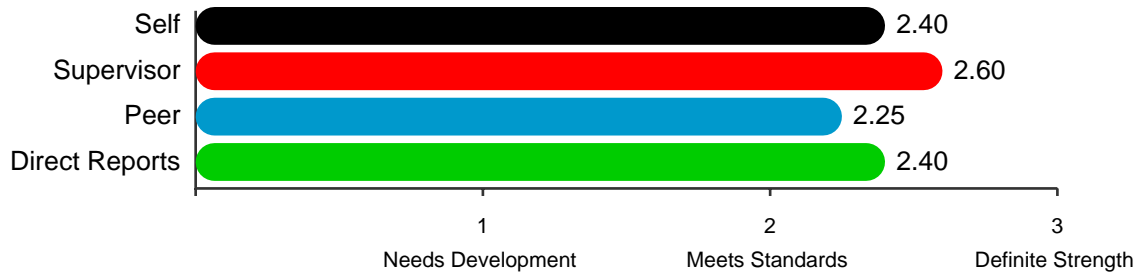
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	2.33	46.7	13%	40%	47%
17. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	2.33	40.0	7%	53%	40%
18. You do not lose sight of the big picture when making decisions	14	2.00	14.3	14%	71%	14%
19. You exercise good judgment by making sound and informed decisions.	14	2.21	42.9	21%	36%	43%
20. You are able to make decisions quickly.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ 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.
- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his 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.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- _____ exemplifies all of the above.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

Goals

Summary Scores



21. You establish and document goals and objectives.



22. You conduct timely follow-up; keeps others informed on a need to know basis.



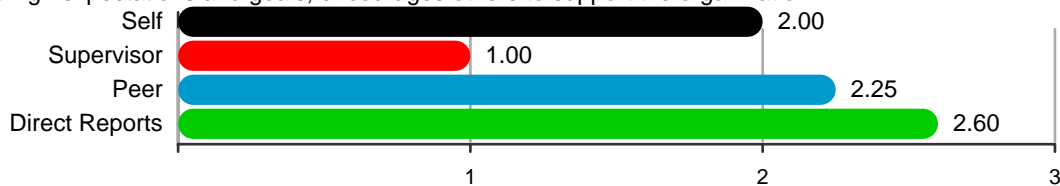
23. You understand and contribute to development of strategic goals.



24. You achieve established goals.



25. You set high expectations and goals; encourages others to support the organization.



Level of Skill

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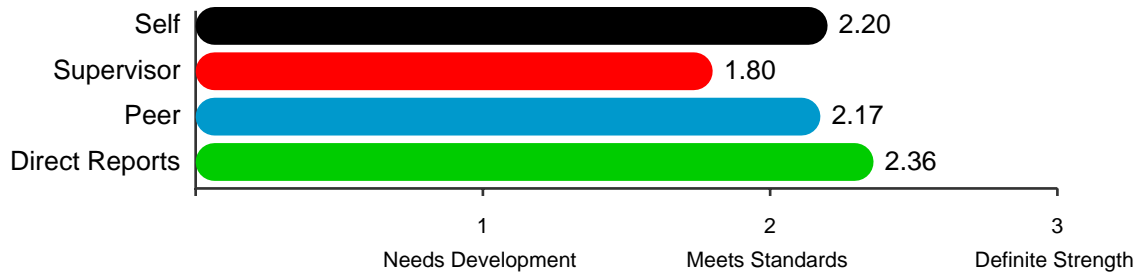
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You establish and document goals and objectives.	15	2.60	66.7	7%	27%	67%
22. You conduct timely follow-up; keeps others informed on a need to know basis.	15	2.33	40.0	7%	53%	40%
23. You understand and contribute to development of strategic goals.	15	2.07	20.0	13%	67%	20%
24. You achieve established goals.	15	2.40	53.3	13%	33%	53%
25. You set high expectations and goals; encourages others to support the organization.	15	2.27	53.3	27%	20%	53%

Comments:

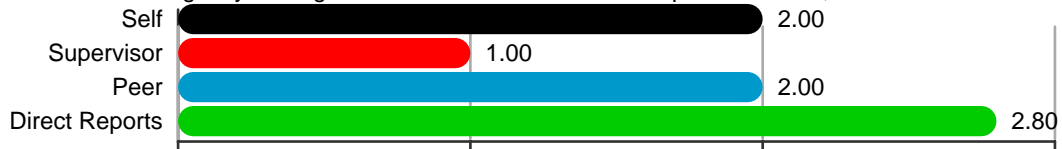
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- Demonstrates a focus on the business goals through task prioritization.
- _____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Charisma, In-depth knowledge, and an ability to train/mentor others.

Commitment To Result

Summary Scores



26. You create a sense of urgency among the store team members to complete activities, which drive sales.



27. You encourage commitment in others to obtain results.



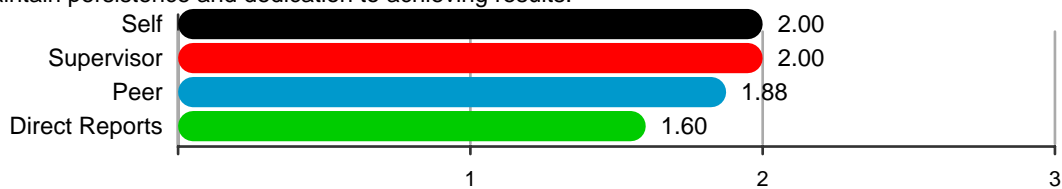
28. You coordinate all department activities into a cohesive team effort.



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



30. You maintain persistence and dedication to achieving results.



Level of Skill

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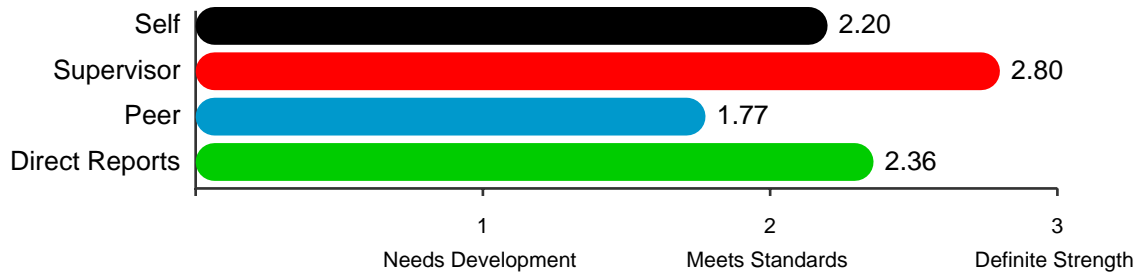
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You create a sense of urgency among the store team members to complete activities, which drive sales.	15	2.20	33.3	13%	53%	33%
27. You encourage commitment in others to obtain results.	15	2.00	26.7	27%	47%	27%
28. You coordinate all department activities into a cohesive team effort.	15	2.47	53.3	7%	40%	53%
29. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.60	60.0		40%	60%
30. You maintain persistence and dedication to achieving results.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- I work with _____ regularly and see his interactions with other leaders frequently.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.

Excellence

Summary Scores



31. You can be counted on to add value wherever you are involved.



32. You produce high quality work.



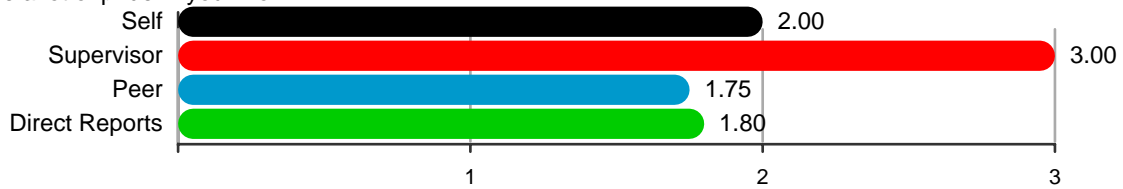
33. You demonstrate the analytical skills to do your job.



34. You keep yourself and others focused on constant improvement.



35. You take a lot of pride in your work.



Level of Skill

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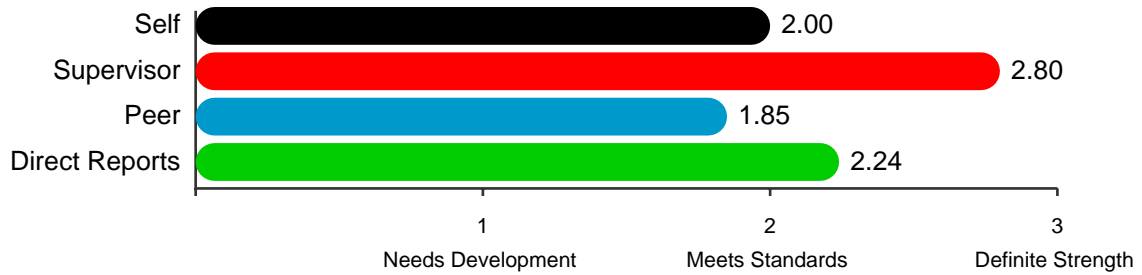
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You can be counted on to add value wherever you are involved.	15	2.13	33.3	20%	47%	33%
32. You produce high quality work.	15	2.13	33.3	20%	47%	33%
33. You demonstrate the analytical skills to do your job.	15	2.07	33.3	27%	40%	33%
34. You keep yourself and others focused on constant improvement.	15	2.13	26.7	13%	60%	27%
35. You take a lot of pride in your work.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- I appreciate his helpful and cheerful outlook!
- _____ is a great team player for our organization as a whole and for the Department itself.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- I would encourage him to empathize with his team and show more of a calm, caring side.

Regulatory/Compliance

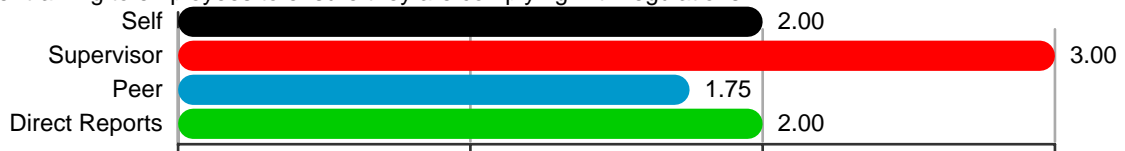
Summary Scores



36. You are professional and courteous in interactions with auditors and regulators.



37. You offer training to employees to ensure they are complying with regulations.



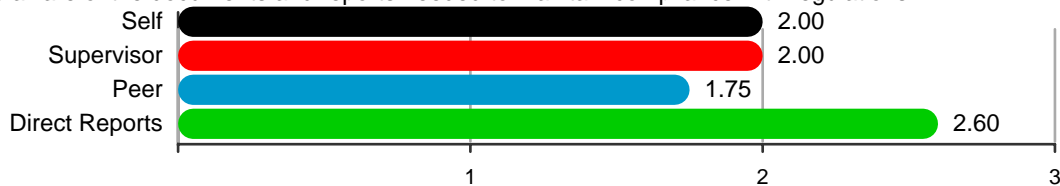
38. You create documents and reports as needed to maintain compliance with regulations.



39. You are aware of federal and local laws affecting employees.



40. You are aware of the documents and reports needed to maintain compliance with regulations.



Level of Skill

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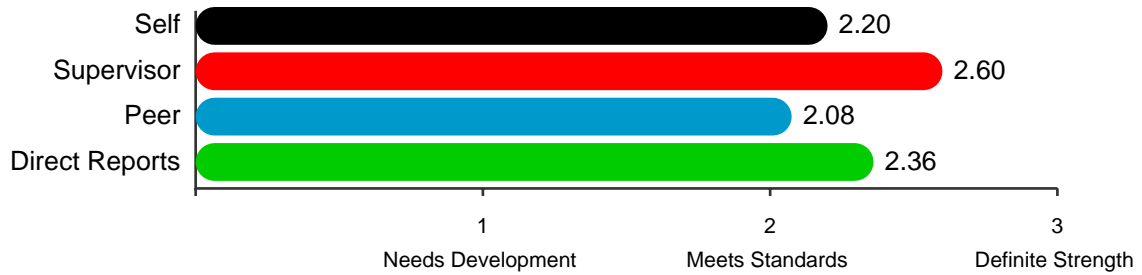
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You are professional and courteous in interactions with auditors and regulators.	15	1.87	20.0	33%	47%	20%
37. You offer training to employees to ensure they are complying with regulations.	15	1.93	13.3	20%	67%	13%
38. You create documents and reports as needed to maintain compliance with regulations.	15	2.07	33.3	27%	40%	33%
39. You are aware of federal and local laws affecting employees.	15	2.33	33.3		67%	33%
40. You are aware of the documents and reports needed to maintain compliance with regulations.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- he understands where our opportunities for savings in the employee benefits plan may be.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- I appreciate his openness and availability to all the staff.

Teamwork

Summary Scores



41. You actively and openly participates in group meetings.



42. You work cooperatively with others to solve problems.



43. You encourage others to share ideas to develop team cohesion



44. You are an effective team player



45. You coach team members to work toward a common goal.



Level of Skill

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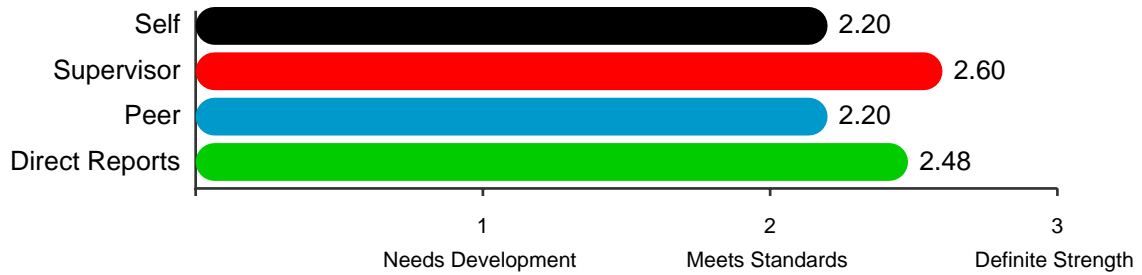
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You actively and openly participates in group meetings.	15	2.00	26.7	27%	47%	27%
42. You work cooperatively with others to solve problems.	15	2.13	33.3	20%	47%	33%
43. You encourage others to share ideas to develop team cohesion	15	2.20	40.0	20%	40%	40%
44. You are an effective team player	15	2.20	26.7	7%	67%	27%
45. You coach team members to work toward a common goal.	15	2.53	60.0	7%	33%	60%

Comments:

- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- Has a "go getter" attitude!
- _____ is a very solid manager who meets or exceeds expectations of his role.

Organizational Fluency

Summary Scores



46. You get things done through the department.



47. You are aware of other organizational cultures to compare/contrast with the current organizational culture.



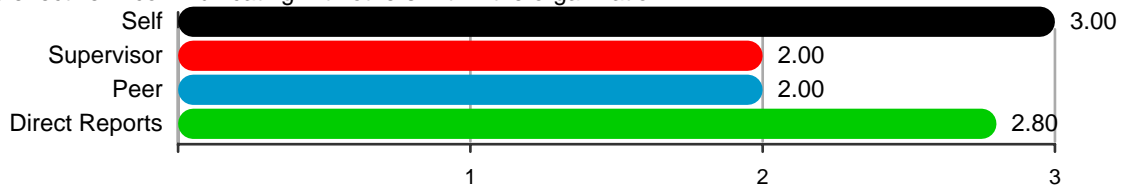
48. You are able to explain departmental policies and procedures to others.



49. You adept at navigating within the culture of the department.



50. You are effective in communicating with others within the organization.



Level of Skill

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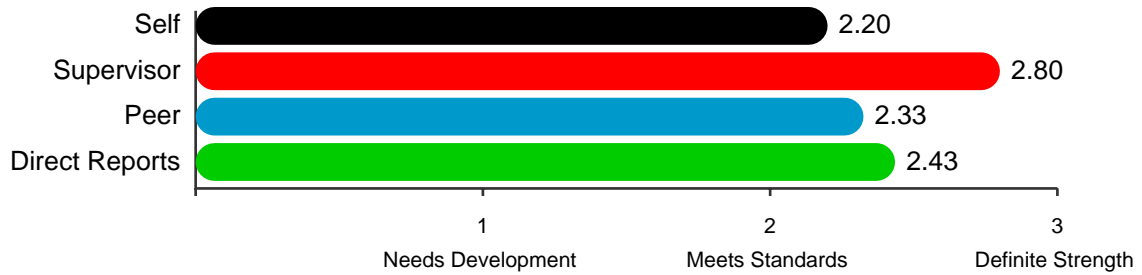
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You get things done through the department.	15	2.27	26.7		73%	27%
47. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.13	26.7	13%	60%	27%
48. You are able to explain departmental policies and procedures to others.	15	2.40	40.0		60%	40%
49. You adept at navigating within the culture of the department.	15	2.47	46.7		53%	47%
50. You are effective in communicating with others within the organization.	15	2.33	46.7	13%	40%	47%

Comments:

- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He has worked hard to understand people's strengths and what they need from him.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- He has an open door policy and is available when needed.

Vision

Summary Scores



51. You communicate a vision of where the Company needs to be in the future.



52. You persuade others to follow the Company's vision.



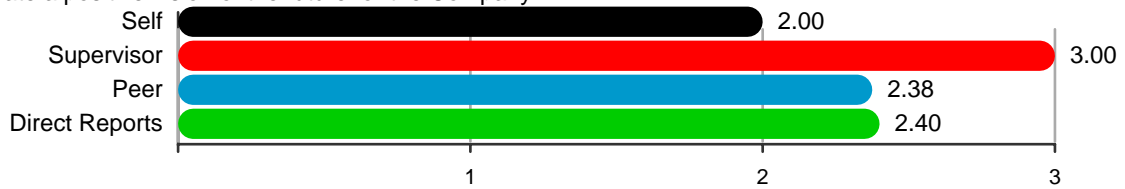
53. You lead employees in new directions.



54. You clearly articulate a vision for your work and inspires others to support it



55. You create a positive vision of the future for the Company.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You communicate a vision of where the Company needs to be in the future.	14	2.21	28.6	7%	64%	29%
52. You persuade others to follow the Company's vision.	14	2.29	42.9	14%	43%	43%
53. You lead employees in new directions.	15	2.53	53.3		47%	53%
54. You clearly articulate a vision for your work and inspires others to support it	15	2.47	46.7		53%	47%
55. You create a positive vision of the future for the Company.	15	2.40	40.0		60%	40%

Comments:

- _____ has good knowledge and awareness of the strengths and talents within the organization.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- He sometimes comes off as confused about organizational/operational direction.
- _____ 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.

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 exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.

What do you like best about working with this individual?

- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- _____ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.

What do you like least about working with this individual?

- _____ is very supportive to staff and offers many opportunities for staff to grow.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- 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.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- In my opinion, _____ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop _____.

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

- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- _____ 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.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- _____ takes people where they want to go and pushes them to be their own success.
- I have had personal interactions with _____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- 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.

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

- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.

Any final comments?

- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- 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.
- He recognized where I needed help and supported me in making the case to get it.