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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

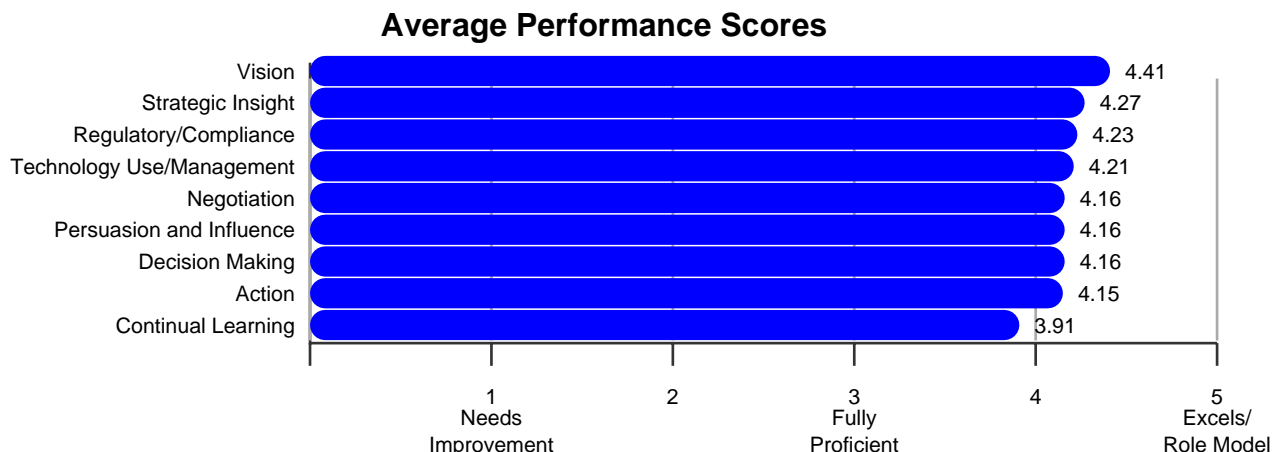
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

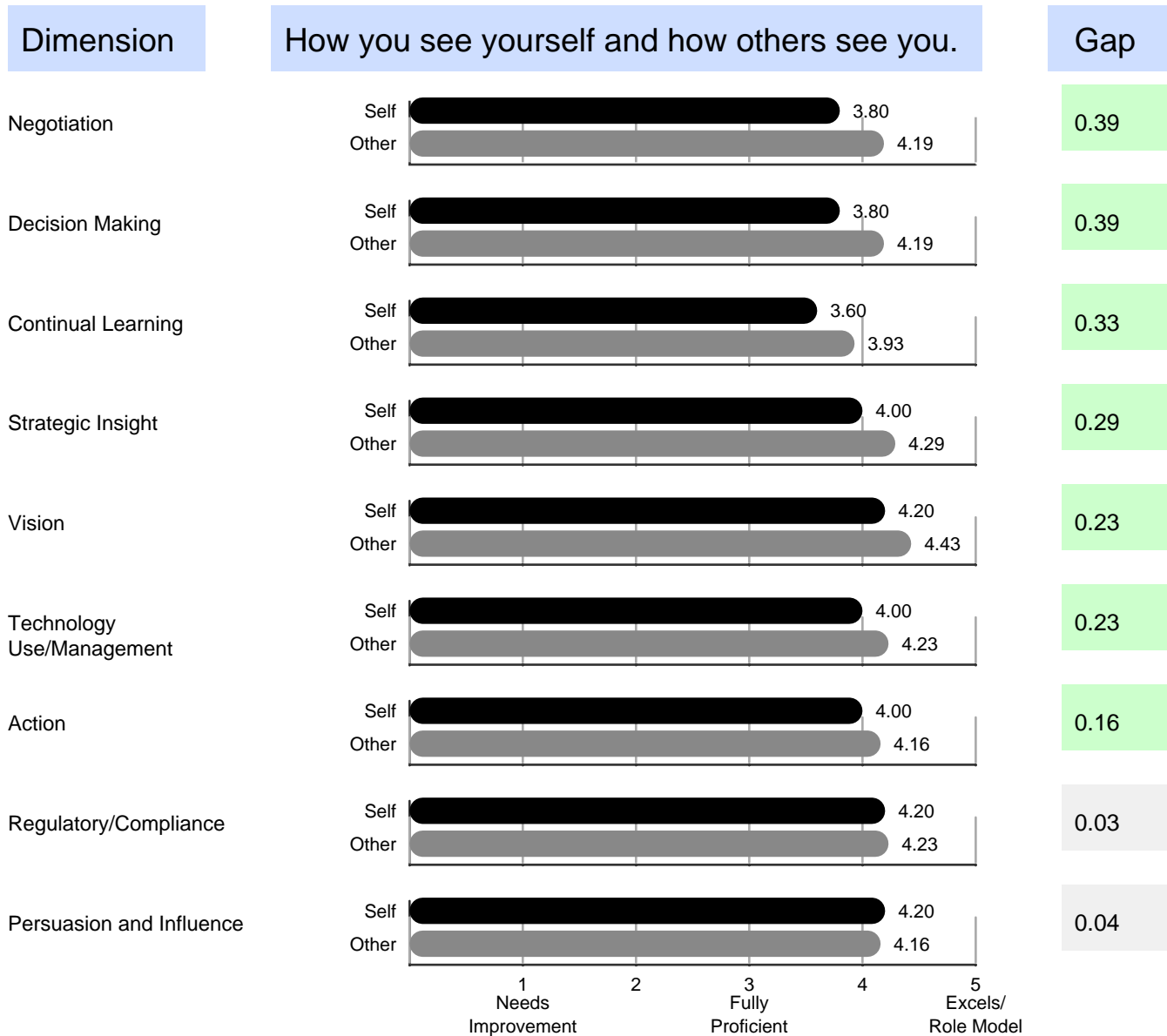
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



# Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



# Vision

## Summary Scores



### 1. Communicates the vision and strategy of [Company]



### 2. Works to support the strategy of [Company]



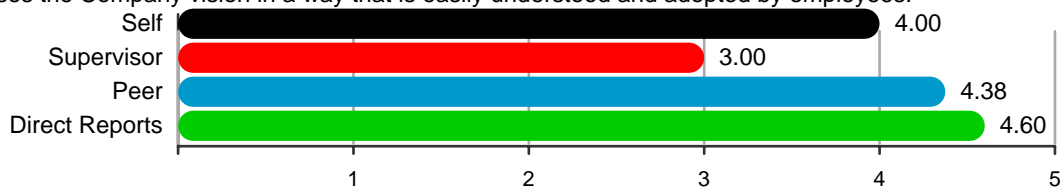
### 3. Behaves in a way that is consistent with business values & code of conduct



### 4. Communicates a vision of where the Company needs to be in the future.



### 5. Expresses the Company vision in a way that is easily understood and adopted by employees.



## 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).

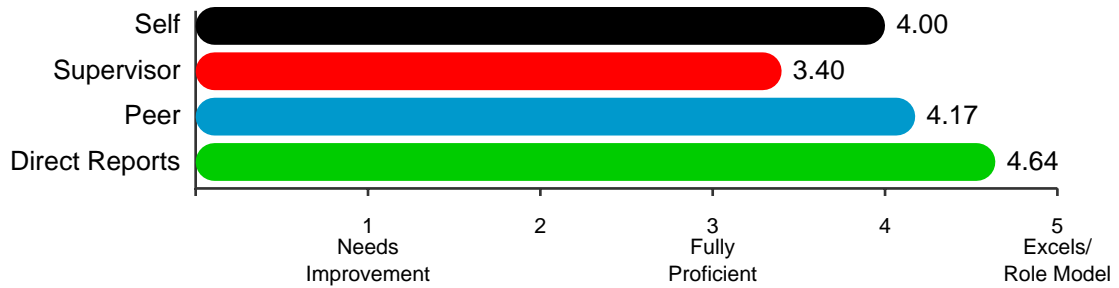
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Communicates the vision and strategy of [Company]	15	4.20	93.3	7%	67%	27%
2. Works to support the strategy of [Company]	15	4.87	100.0	13%	87%	
3. Behaves in a way that is consistent with business values & code of conduct	15	4.27	93.3	7%	60%	33%
4. Communicates a vision of where the Company needs to be in the future.	15	4.40	86.7	13%	33%	53%
5. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	4.33	93.3	7%	53%	40%

### Comments:

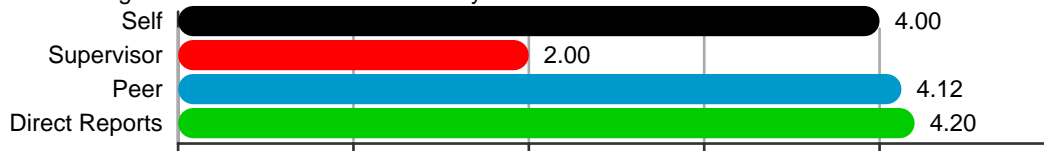
- \_\_\_\_\_ provides opportunities for his staff to grow professionally and encourages them.
- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- \_\_\_\_\_ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is very process oriented. He has streamlined/improved several processes in the lab.
- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.

# Strategic Insight

## Summary Scores



### 6. Maintains knowledge of current trends in the industry.



### 7. Communicates vision for the department and company.



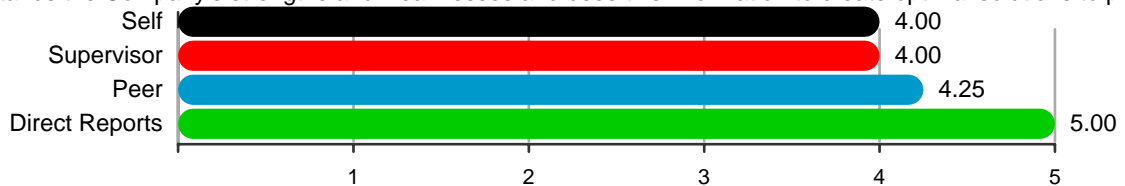
### 8. Analyzes unique issues or problems impacting the Company.



### 9. Analyzes records and reports to obtain insight into potential issues and trends.



### 10. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



## 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. Maintains knowledge of current trends in the industry.	15	4.00	80.0	7%	13%	53%		27%
7. Communicates vision for the department and company.	15	4.07	80.0		20%	53%		27%
8. Analyzes unique issues or problems impacting the Company.	15	4.33	93.3	7%		47%		47%
9. Analyzes records and reports to obtain insight into potential issues and trends.	15	4.47	93.3	7%		40%		53%
10. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.47	93.3	7%		40%		53%

### Comments:

- The only constructive feedback that I would have for \_\_\_\_\_ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that \_\_\_\_\_ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.
- Constantly working on improving the customer experience.
- \_\_\_\_\_ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- \_\_\_\_\_ continues to be a great boss. He is available to us and always has time to help with anything.
- \_\_\_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

# Negotiation

## Summary Scores



11. Stays calm and focuses on the core issues to be discussed.



12. Changes communication styles to meet the listener's needs.



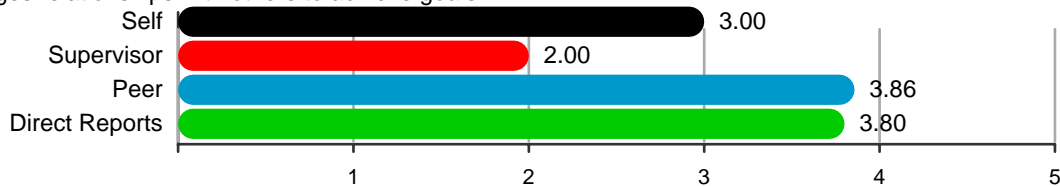
13. Maintains good interpersonal relationships with representatives from the other party.



14. Establishes clear communications to avoid misunderstandings.



15. Leverages relationships with others to achieve goals.





## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

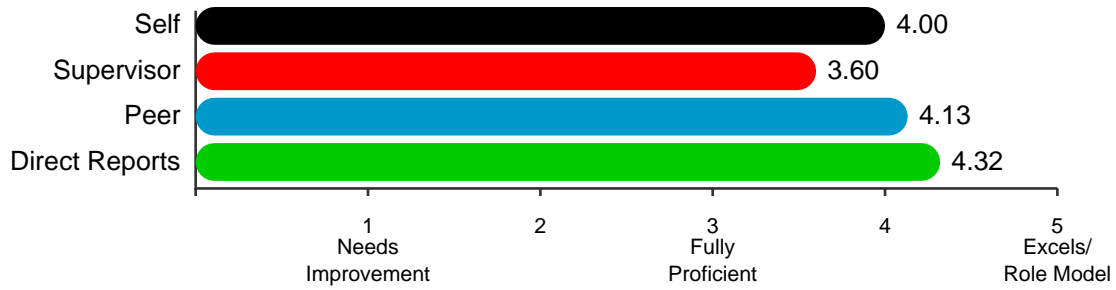
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Stays calm and focuses on the core issues to be discussed.	15	4.60	100.0	40%	60%	
12. Changes communication styles to meet the listener's needs.	15	4.27	100.0	73%	27%	
13. Maintains good interpersonal relationships with representatives from the other party.	15	4.33	100.0	67%	33%	
14. Establishes clear communications to avoid misunderstandings.	15	3.93	73.3	27%	53%	20%
15. Leverages relationships with others to achieve goals.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- He has a vast storehouse of knowledge about the facility and our policies.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- I think he is doing really good work and I found that to be one area I could list that might help.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.

# Action

## Summary Scores



### 16. Motivates & supports others to gain skills



### 17. Is not afraid to take corrective action when necessary.



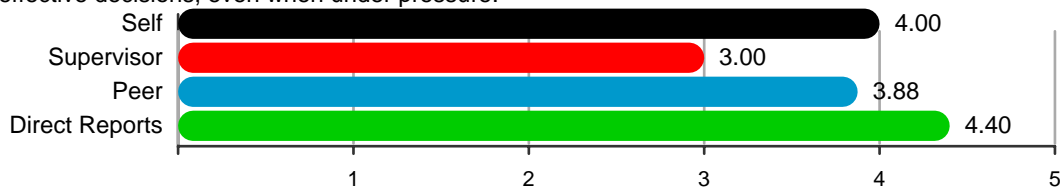
### 18. Drives and mobilizes others progress toward goals.



### 19. Gets the job done.



### 20. Makes effective decisions, even when under pressure.



## Level of Skill

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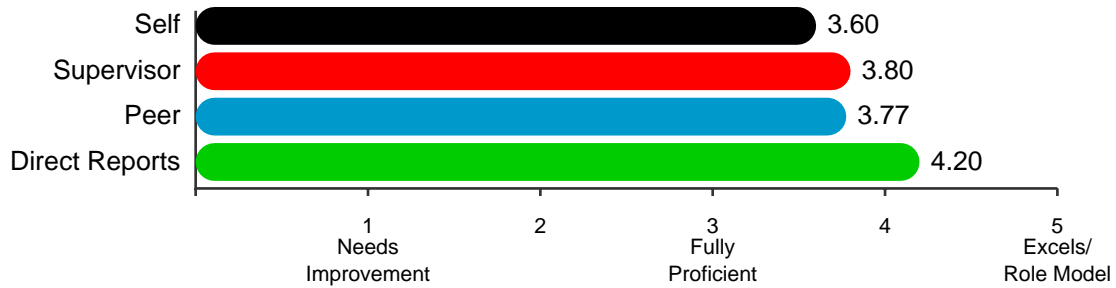
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Motivates & supports others to gain skills	15	4.33	86.7	13%	40%	47%	
17. Is not afraid to take corrective action when necessary.	15	4.27	93.3	7%	60%	33%	
18. Drives and mobilizes others progress toward goals.	14	4.00	92.9	7%	86%	7%	
19. Gets the job done.	14	4.14	85.7	7%	7%	50%	36%
20. Makes effective decisions, even when under pressure.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- He has been a great addition to the company.
- He strives to be an effective and available leader.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.

# Continual Learning

## Summary Scores



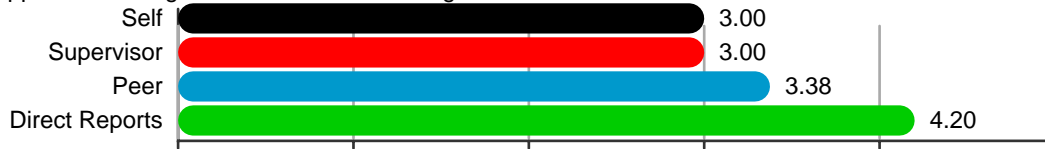
### 21. Sets relevant learning objectives and goals.



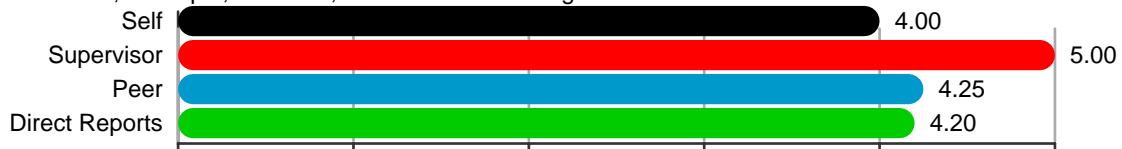
### 22. Pursues professional development opportunities when they arise.



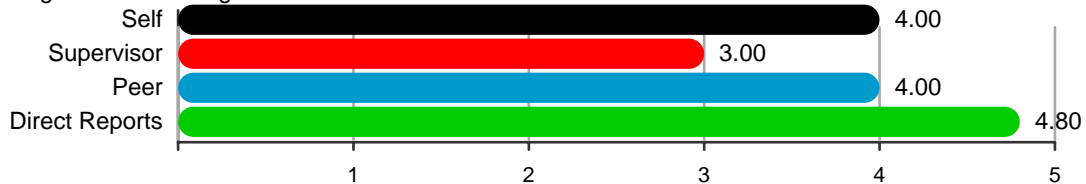
### 23. Seeks opportunities to grow in skills and knowledge.



### 24. Grasps new ideas, concepts, technical, or business knowledge.



### 25. Takes charge of their training and skills enhancement.



## Level of Skill

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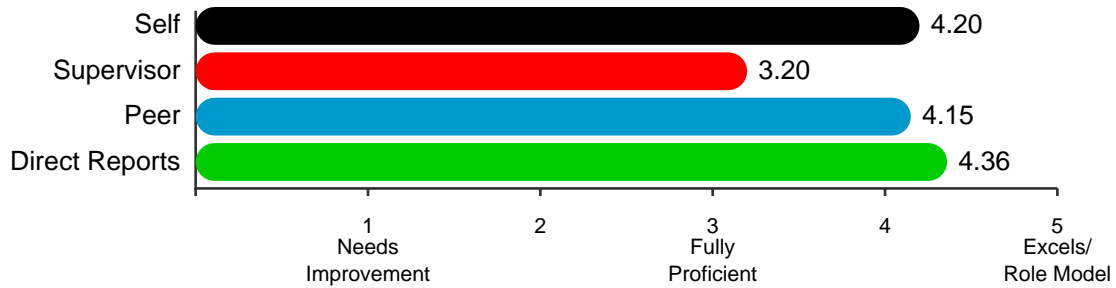
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Sets relevant learning objectives and goals.	15	4.00	66.7	13%	20%	20%	47%	
22. Pursues professional development opportunities when they arise.	15	3.47	53.3	13%	33%	47%	7%	
23. Seeks opportunities to grow in skills and knowledge.	15	3.60	66.7	13%	20%	60%	7%	
24. Grasps new ideas, concepts, technical, or business knowledge.	15	4.27	86.7	7%	7%	40%	47%	
25. Takes charge of their training and skills enhancement.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

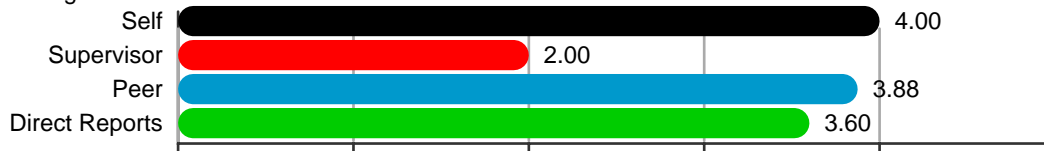
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that \_\_\_\_\_ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- \_\_\_\_\_ is an amazing manager. He genuinely cares about his staff.
- \_\_\_\_\_ 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.
- Completes variance analysis and identifies corrective actions.
- I would encourage \_\_\_\_\_ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.

# Persuasion and Influence

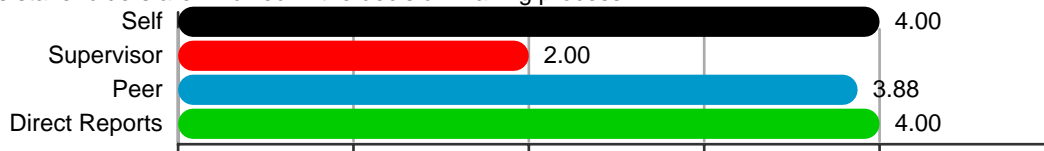
## Summary Scores



### 26. Understanding what others need.



### 27. Ensures stakeholders are involved in the decision making process.



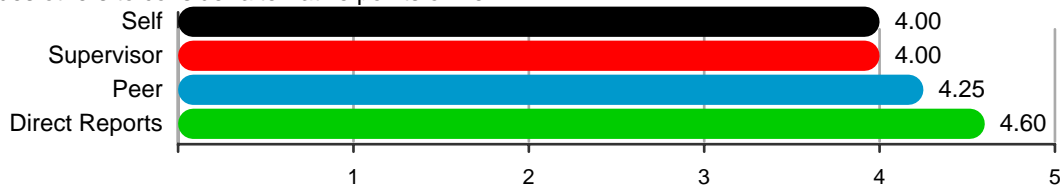
### 28. Develops a good rapport with others.



### 29. Communicates effectively with others.



### 30. Persuades others to consider alternative points of view.



## Level of Skill

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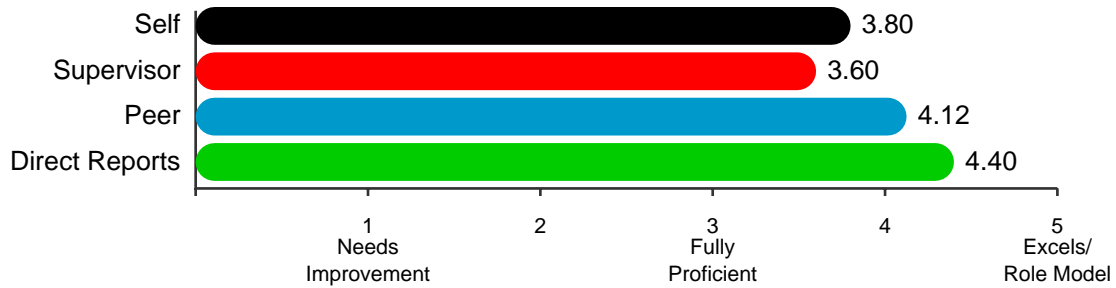
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Understanding what others need.	15	3.67	66.7	20%	13%	47%		20%
27. Ensures stakeholders are involved in the decision making process.	15	3.80	73.3	20%	7%	47%		27%
28. Develops a good rapport with others.	15	4.33	86.7		13%	40%		47%
29. Communicates effectively with others.	15	4.67	100.0			33%		67%
30. Persuades others to consider alternative points of view.	15	4.33	100.0			67%		33%

### Comments:

- I have found that when \_\_\_\_\_ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.
- \_\_\_\_\_ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- In his role as a director, I have seen \_\_\_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.

# Decision Making

## Summary Scores



31. Seeks input from key people who should be involved in, or will be affected by, decisions



32. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



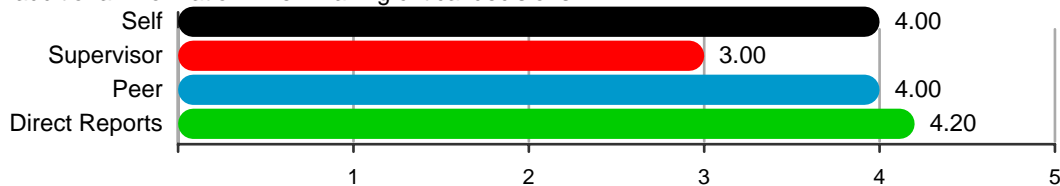
33. Is able to make decisions quickly.



34. Does not lose sight of the big picture when making decisions



35. Asks for additional information when making critical 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 (Needs Improvement) to green (Excels/ Role Model).

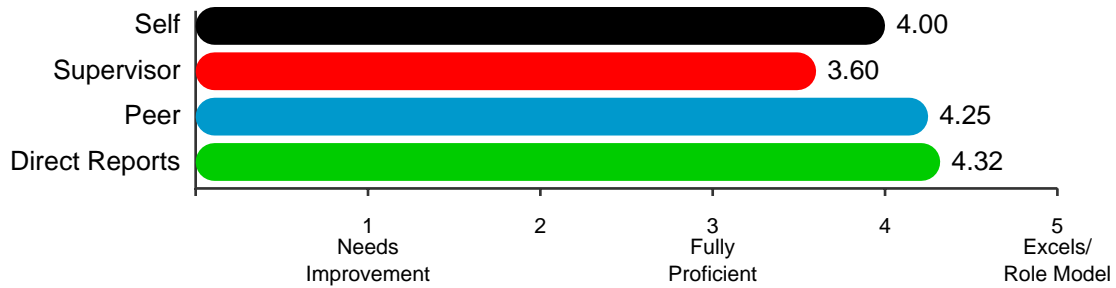
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Seeks input from key people who should be involved in, or will be affected by, decisions	15	4.07	80.0	20%	53%	27%
32. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.47	100.0		53%	47%
33. Is able to make decisions quickly.	15	4.13	80.0	20%	47%	33%
34. Does not lose sight of the big picture when making decisions	15	4.13	86.7	13%	60%	27%
35. Asks for additional information when making critical decisions.	15	4.00	80.0	20%	60%	20%

### Comments:

- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- \_\_\_\_\_ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- \_\_\_\_\_ Communicated well with his staff, as we define our new roles \_\_\_\_\_ is always there to give us direction.
- \_\_\_\_\_ is a great asset to the team. We are grateful to have him.
- \_\_\_\_\_ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.

# Technology Use/Management

## Summary Scores



36. Understands and is committed to implementing new technologies.



37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



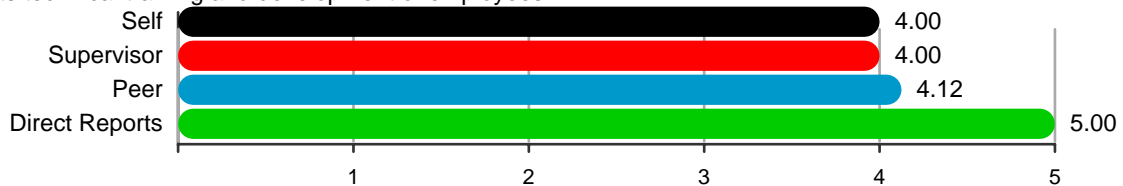
38. Proficient in the use of technical systems and processes.



39. Supports employee training and development initiatives regarding implementation of technology.



40. Supports technical training and development of employees.



## 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).

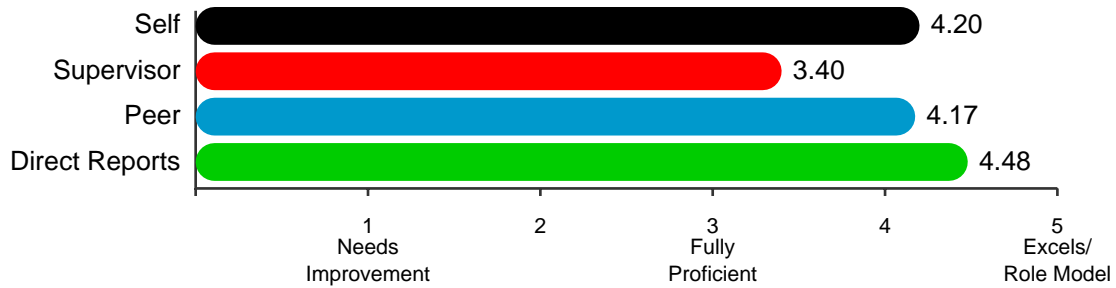
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model	
36. Understands and is committed to implementing new technologies.	15	4.33	100.0		67%	33%	
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.93	80.0	13%	7%	53%	27%
38. Proficient in the use of technical systems and processes.	15	4.27	86.7	13%	47%	40%	
39. Supports employee training and development initiatives regarding implementation of technology.	15	4.13	86.7	13%	60%	27%	
40. Supports technical training and development of employees.	15	4.40	93.3	7%	47%	47%	

### Comments:

- \_\_\_\_\_ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- \_\_\_\_\_ is able to multitask in a variety of ways.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.
- \_\_\_\_\_ works very well with other departments.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. \_\_\_\_\_ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.

# Regulatory/Compliance

## Summary Scores



41. Interacts with auditors and regulators on a professional basis.



42. Performs audits regularly, or without notice, to ensure proper compliance with regulations.



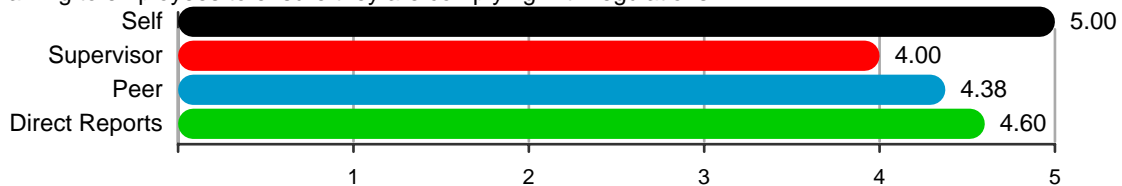
43. Performs regular compliance audits.



44. Is aware of the documents and reports needed to maintain compliance with regulations.



45. Offers training to employees to ensure they are complying with regulations.



## 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
41. Interacts with auditors and regulators on a professional basis.	15	4.33	93.3	7%	53%	40%
42. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	4.20	80.0	20%	40%	40%
43. Performs regular compliance audits.	15	4.13	86.7	13%	60%	27%
44. Is aware of the documents and reports needed to maintain compliance with regulations.	15	4.00	86.7	13%	73%	13%
45. Offers training to employees to ensure they are complying with regulations.	15	4.47	93.3	7%	40%	53%

### Comments:

- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- Management skills progressing well with experience.
- \_\_\_\_\_'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- \_\_\_\_\_ has high expectations of himself and his employees. He does an excellent job of managing the department.
- \_\_\_\_\_ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

## 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?

- \_\_\_\_\_ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- \_\_\_\_\_ promotes and encourages teambuilding throughout the entire department.
- Does excellent job, always.
- He knows his material and obviously loves the continued learning that defines best practices.
- \_\_\_\_\_ is by far a leader in the service area.
- It is often difficult to contact \_\_\_\_\_ and email communication may take a long period for a reply.

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

- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- \_\_\_\_\_ can be counted on for his reliability.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- 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.

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

- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- He is passionate about providing the services necessary to meet the needs of our organization.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- I admire \_\_\_\_\_ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- He had done amazingly well considering all of the global threats to the product line.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.

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

- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- \_\_\_\_\_ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- \_\_\_\_\_ does a great job of keeping the lines of communication and this is appreciated.
- \_\_\_\_\_ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- \_\_\_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.

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

- I enjoyed working with \_\_\_\_\_ on the project and thought that the Rx team involves were strong partners.
- Is extremely knowledgeable and is always continuing his education to stay up to date.
- When in meetings in \_\_\_\_\_'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- He is friendly, courteous, and kind all while being very professional.
- Very much appreciate \_\_\_\_\_'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- \_\_\_\_\_, more than most, takes what we've learned and implements changes.

### Any final comments?

- Based on his customer satisfaction scores it is clear he has a strong team in place.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- I his role as a director, I have seen \_\_\_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- Great to have you on the team!
- \_\_\_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.