

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.

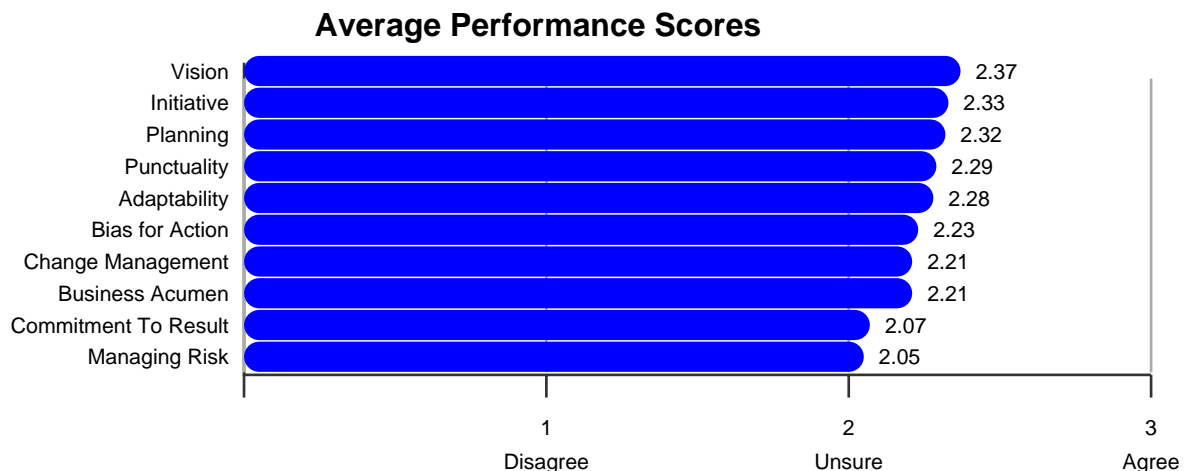
What to Do with Your Feedback

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

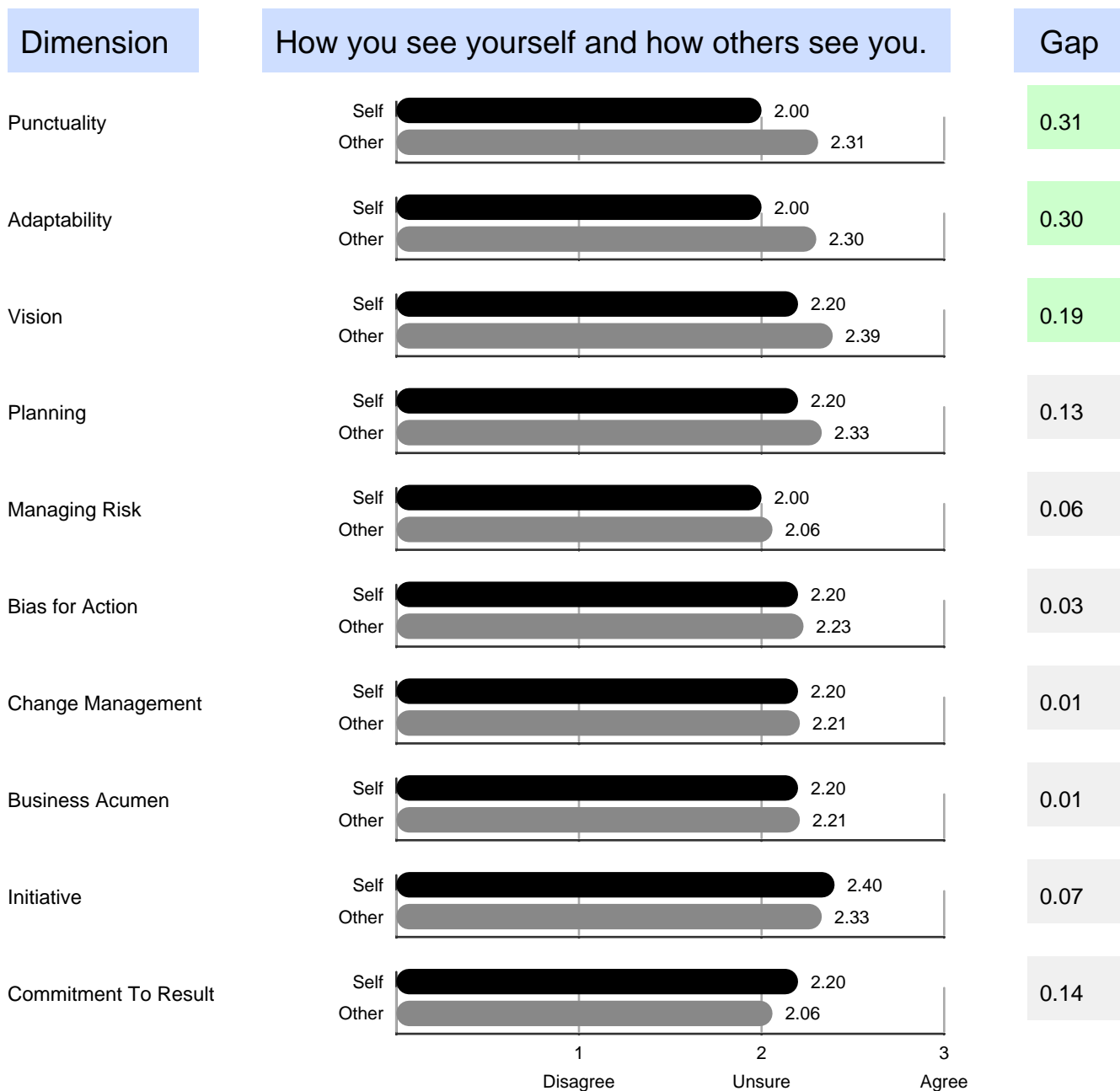
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



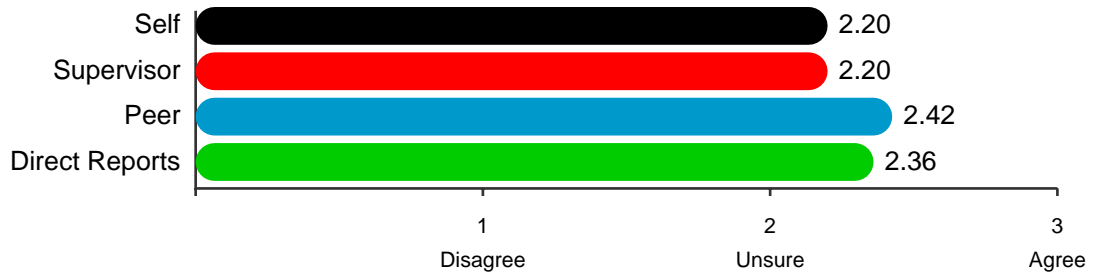
Gap Analysis

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.



Vision

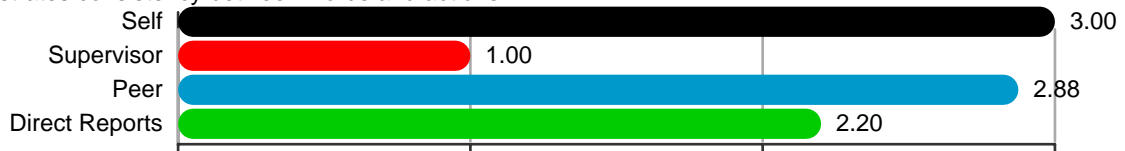
Summary Scores



1. Creates a common vision for others.



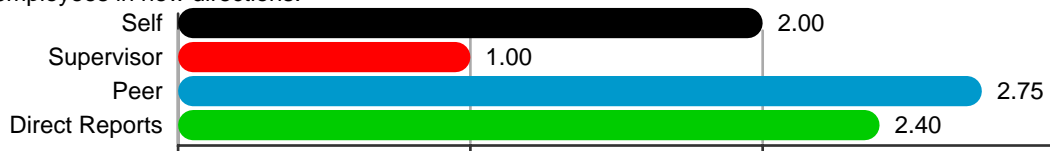
2. Demonstrates consistency between words and actions



3. Clearly articulates a vision for his/her work and inspires others to support it



4. Leads employees in new directions.



5. Understands the vision of the Company and promotes it ahead of any self-interests.



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).

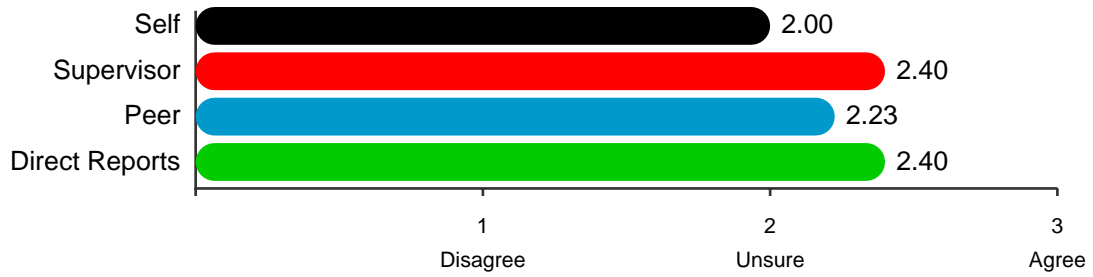
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Creates a common vision for others.	15	2.27	33.3	7%	60%	33%
2. Demonstrates consistency between words and actions	15	2.53	73.3	20%	7%	73%
3. Clearly articulates a vision for his/her work and inspires others to support it	15	2.33	40.0	7%	53%	40%
4. Leads employees in new directions.	15	2.47	53.3	7%	40%	53%
5. Understands the vision of the Company and promotes it ahead of any self-interests.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- Good leadership style.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- _____ exemplifies all of the above.
- I will always welcome _____'s direct, honest, caring feedback.

Adaptability

Summary Scores



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



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



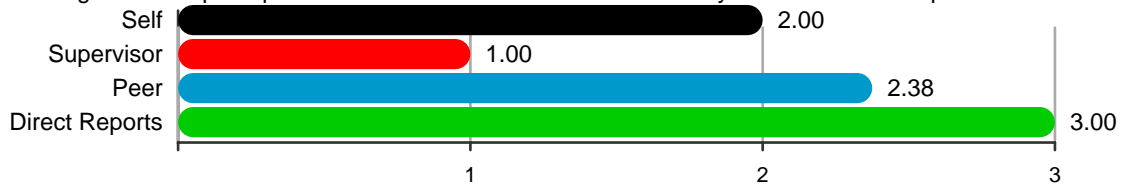
8. Flexible and open to new ideas and encourages others to value change.



9. Recognizes and implements changes to enhance efficiency and effectiveness.



10. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.



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).

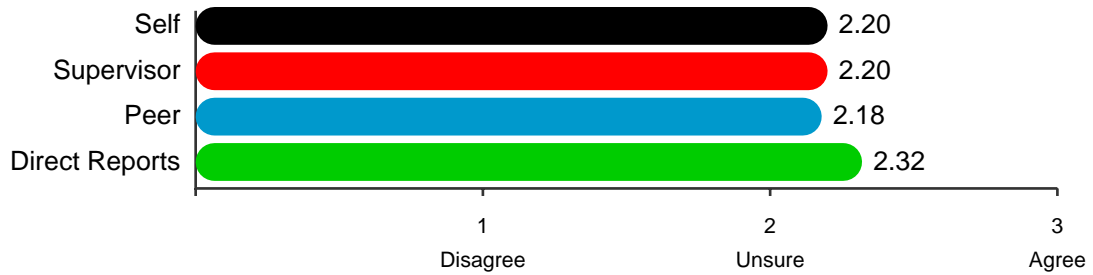
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	2.13	33.3	20%	47%	33%
7. Develops insights and applies innovative solutions to projects and problems.	15	2.07	26.7	20%	53%	27%
8. Flexible and open to new ideas and encourages others to value change.	15	2.33	40.0	7%	53%	40%
9. Recognizes and implements changes to enhance efficiency and effectiveness.	15	2.40	53.3	13%	33%	53%
10. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	2.47	60.0	13%	27%	60%

Comments:

- Lean on team to help reduce burden and establish clear expectations.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.

Bias for Action

Summary Scores



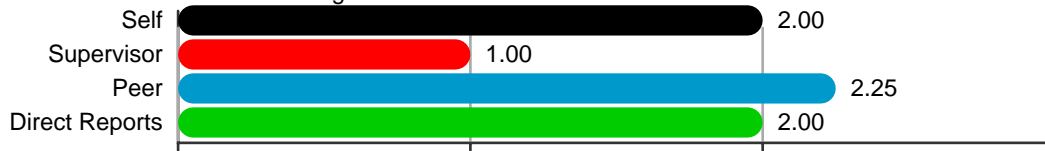
11. Seeks and utilizes opportunities for continuous learning and self-development.



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



13. Motivates others to achieve or exceed goals



14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



15. Encourages risk taking and experimentation to improve 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).

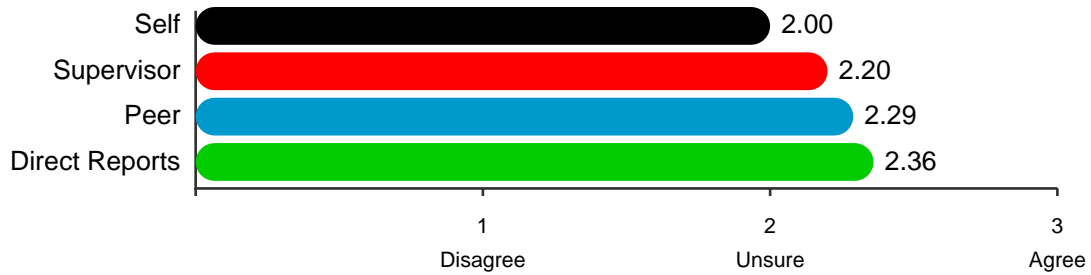
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.33	40.0	7%	53%	40%
12. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.07	20.0	13%	67%	20%
13. Motivates others to achieve or exceed goals	15	2.07	26.7	20%	53%	27%
14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	2.27	40.0	13%	47%	40%
15. Encourages risk taking and experimentation to improve performance	14	2.43	50.0	7%	43%	50%

Comments:

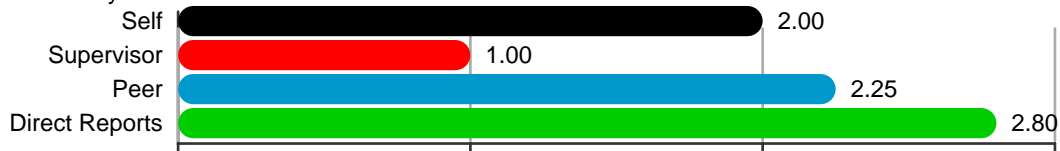
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- He is organized, kind, and extremely approachable.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- I honestly cannot think of anything that he could improve on.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.

Punctuality

Summary Scores



16. Starts the workday when scheduled.



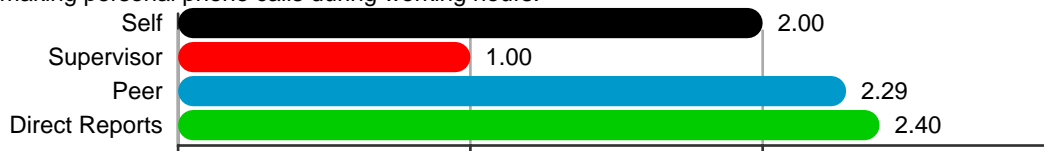
17. Maintains an efficient schedule of activities.



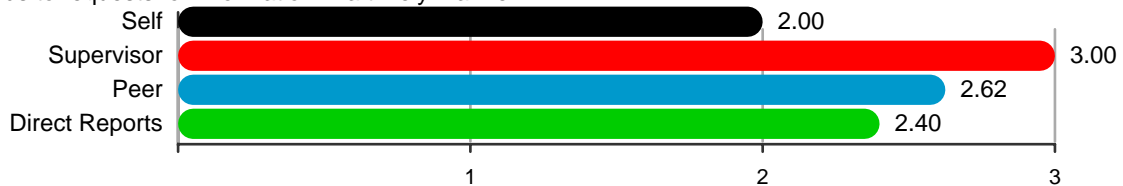
18. Invoices clients on a timely basis.



19. Avoids making personal phone calls during working hours.



20. Responds to requests for information in a timely manner.



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).

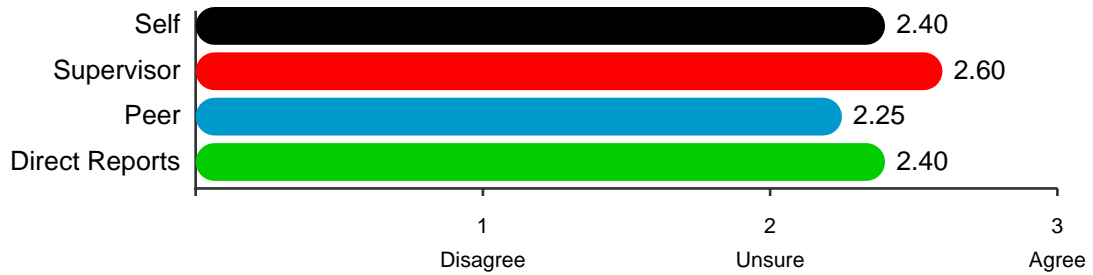
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Starts the workday when scheduled.	15	2.33	46.7	13%	40%	47%
17. Maintains an efficient schedule of activities.	15	2.33	40.0	7%	53%	40%
18. Invoices clients on a timely basis.	14	2.00	14.3	14%	71%	14%
19. Avoids making personal phone calls during working hours.	14	2.21	42.9	21%	36%	43%
20. Responds to requests for information in a timely manner.	15	2.53	60.0	7%	33%	60%

Comments:

- He has integrity, dependability, and a desire to constantly improve.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- He's a good and reliable team member.
- Provide more frequent development feedback.
- I envy his versatility in working with a wide variety of issues and topics.

Initiative

Summary Scores



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



22. Goes above and beyond the stated goals.



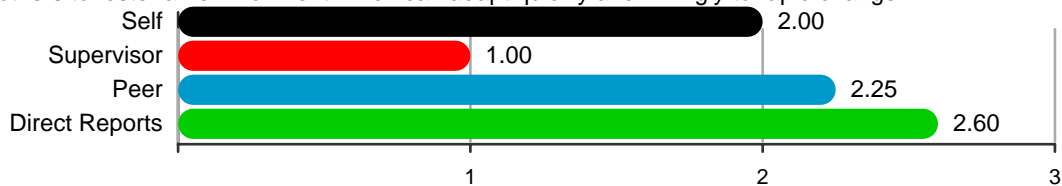
23. Prepares for unexpected contingencies.



24. Takes the initiative to change the direction or course of events.



25. Coach others to foster an environment which can adapt quickly and willingly to rapid 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).

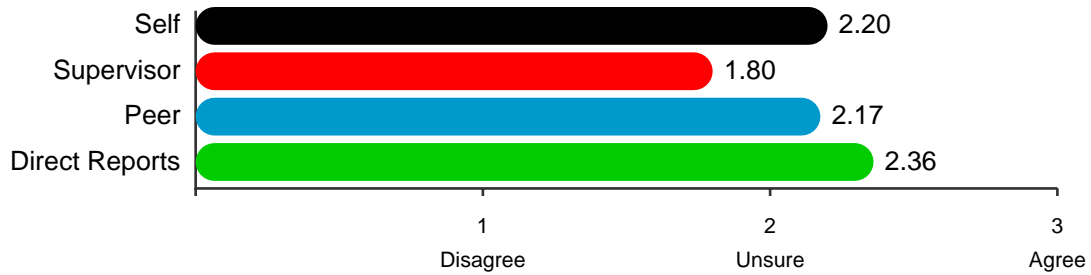
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.60	66.7	7%	27%	67%
22. Goes above and beyond the stated goals.	15	2.33	40.0	7%	53%	40%
23. Prepares for unexpected contingencies.	15	2.07	20.0	13%	67%	20%
24. Takes the initiative to change the direction or course of events.	15	2.40	53.3	13%	33%	53%
25. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.27	53.3	27%	20%	53%

Comments:

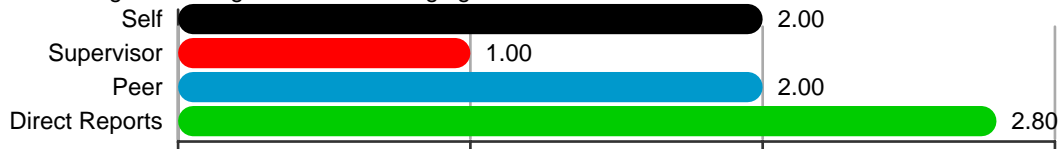
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- I honestly cannot think of anything that he could improve on.

Change Management

Summary Scores



26. Effective in dealing with ambiguous and challenging situations.



27. Addresses organizational and departmental resistance to changes.



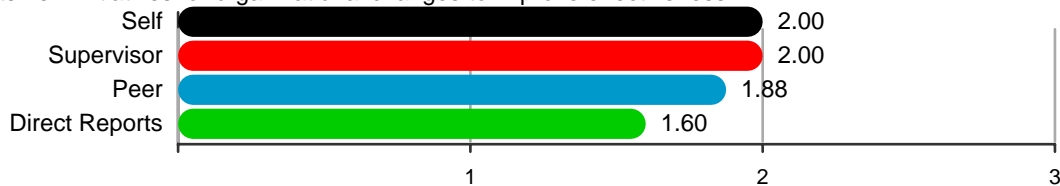
28. Adopts changes to set and example for others to follow.



29. Works cooperatively with others to implement changes.



30. Supports new initiatives for organizational changes to improve effectiveness.



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).

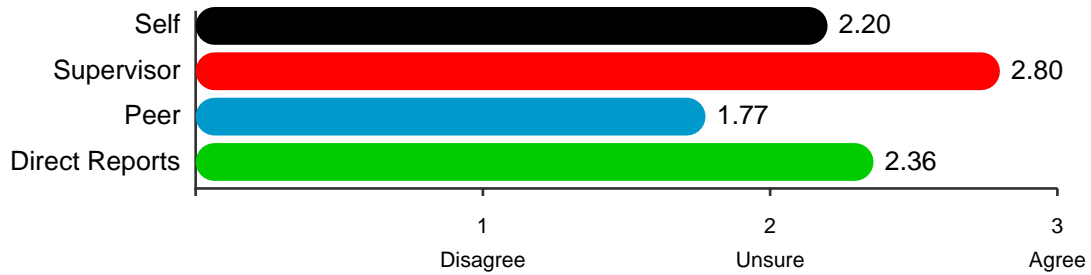
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Effective in dealing with ambiguous and challenging situations.	15	2.20	33.3	13%	53%	33%
27. Addresses organizational and departmental resistance to changes.	15	2.00	26.7	27%	47%	27%
28. Adopts changes to set and example for others to follow.	15	2.47	53.3	7%	40%	53%
29. Works cooperatively with others to implement changes.	15	2.60	60.0		40%	60%
30. Supports new initiatives for organizational changes to improve effectiveness.	15	1.80	13.3	33%	53%	13%

Comments:

- He is an advocate for [CompanyName].
- Information is given concisely at meetings, and his explanations of all information is very clear.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- It's been a pleasure to work for him.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- He is a strength that supports department morale and work flow.

Commitment To Result

Summary Scores



31. Takes immediate action toward goals.



32. Coordinates all department activities into a cohesive team effort.



33. Committed to the team.



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



35. Willing to do whatever it takes-not afraid to have to put in extra effort.



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).

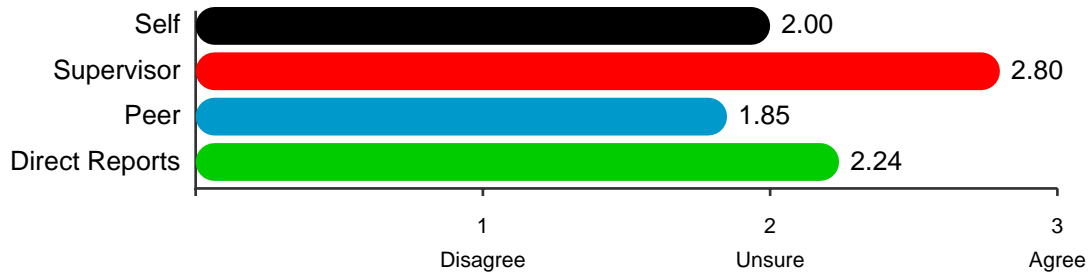
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Takes immediate action toward goals.	15	2.13	33.3	20%	47%	33%
32. Coordinates all department activities into a cohesive team effort.	15	2.13	33.3	20%	47%	33%
33. Committed to the team.	15	2.07	33.3	27%	40%	33%
34. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.13	26.7	13%	60%	27%
35. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	1.87	20.0	33%	47%	20%

Comments:

- He is also an excellent resource to other managers and will take the time to offer information and support.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.

Managing Risk

Summary Scores



36. Creates a risk management strategy for the department.



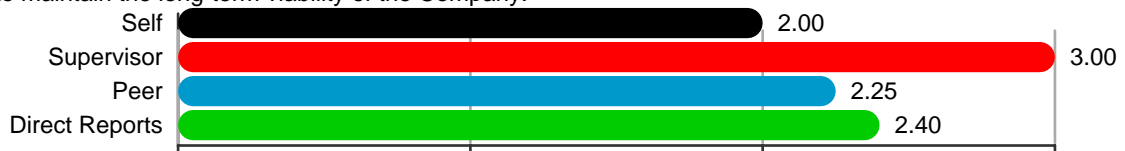
37. Knows how to obtain desired results with minimal losses.



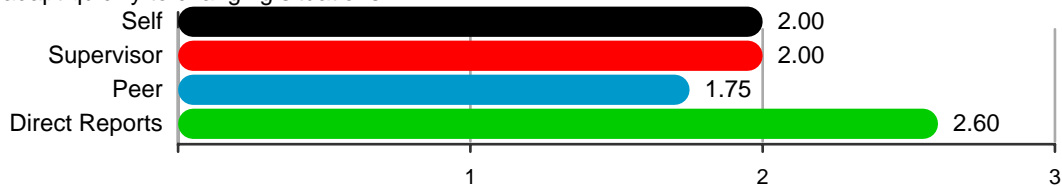
38. Effectively responds to critical situations to reduce potential for losses.



39. Seeks to maintain the long-term viability of the Company.



40. Able to adapt quickly to changing situations.



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).

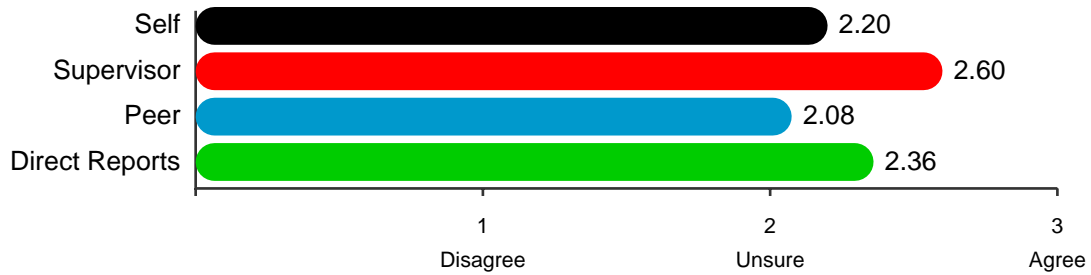
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Creates a risk management strategy for the department.	15	1.87	20.0	33%	47%	20%
37. Knows how to obtain desired results with minimal losses.	15	1.93	13.3	20%	67%	13%
38. Effectively responds to critical situations to reduce potential for losses.	15	2.07	33.3	27%	40%	33%
39. Seeks to maintain the long-term viability of the Company.	15	2.33	33.3		67%	33%
40. Able to adapt quickly to changing situations.	15	2.07	33.3	27%	40%	33%

Comments:

- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- _____ is by far a leader in the service area.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.

Business Acumen

Summary Scores



41. Applies the knowledge of work processes to influence the achievement of business goals



42. Understands complex issues and problems.



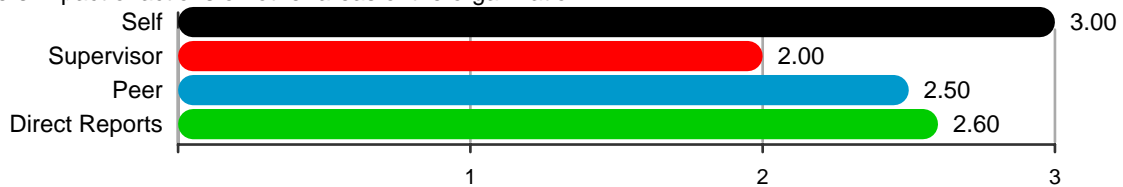
43. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



44. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



45. Considers impact of actions on other areas of the organization.



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).

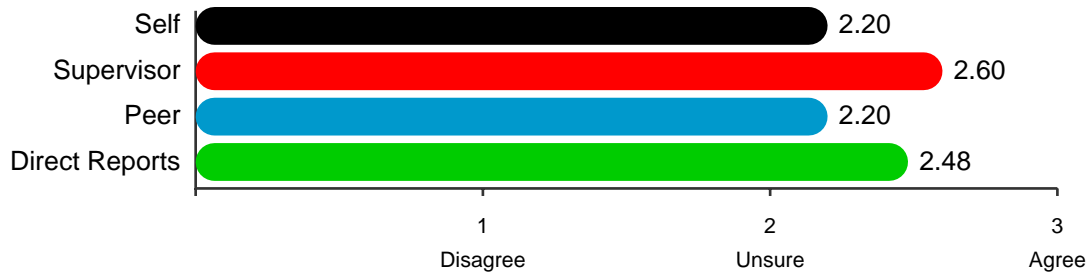
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Applies the knowledge of work processes to influence the achievement of business goals	15	2.00	26.7	27%	47%	27%
42. Understands complex issues and problems.	15	2.13	33.3	20%	47%	33%
43. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.20	40.0	20%	40%	40%
44. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.20	26.7	7%	67%	27%
45. Considers impact of actions on other areas of the organization.	15	2.53	60.0	7%	33%	60%

Comments:

- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- Great addition to our team!
- Isn't afraid to ask the tough questions to get people to think outside of their box.

Planning

Summary Scores



46. Works in an organized manner



47. Anticipates obstacles and ways to overcome them.



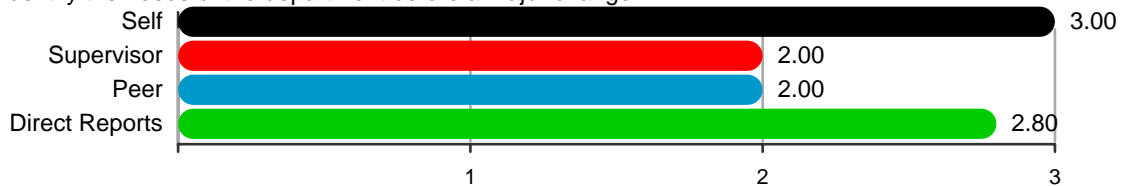
48. Able to look ahead (beyond the present) when addressing the work/needs of the department.



49. Makes plans and follows through.



50. Able to identify the needs of the department before a major 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
46. Works in an organized manner	15	2.27	26.7		73%	27%
47. Anticipates obstacles and ways to overcome them.	15	2.13	26.7	13%	60%	27%
48. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	2.40	40.0		60%	40%
49. Makes plans and follows through.	15	2.47	46.7		53%	47%
50. Able to identify the needs of the department before a major change.	15	2.33	46.7	13%	40%	47%

Comments:

- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- He is a very diligent hard worker.
- _____ is always working to include staff in a shared decision making processes.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.

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?

- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- _____ routinely goes out of his way to make work a more engaging experience.
- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.
- He had done amazingly well considering all of the global threats to the product line.
- He sets his expectations high, and delivers a high level of performance herself.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.

What do you like best about working with this individual?

- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- As mentioned above, good collaboration.

What do you like least about working with this individual?

- He collaborates with all departments and operates under shared governance.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- Thoroughness, accuracy, professionalism.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

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

- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- 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 demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.

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

- I admire _____ for showing courage, compassion and commitment during his recent team sessions.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- _____ is an excellent communicator and is very open and supportive to his staff.
- 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.
- Has one of the strongest work ethics I've ever encountered in a team member.

Any final comments?

- One of the best supervisors that I have had.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- _____'s job performance exceeds all the elements.
- Additional feedback and communication.
- Dedicated to the customer and community, he is worth his weight in gold.
- He has a very engaging style which generates trust and respect.