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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.

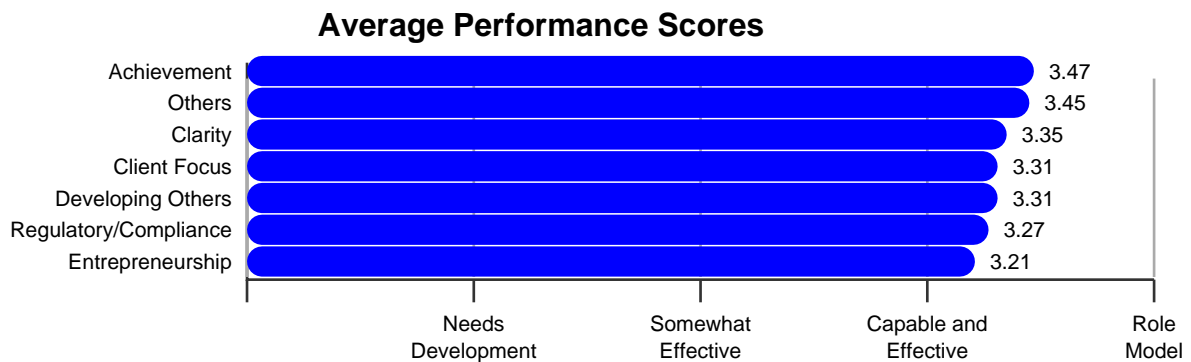
## What to Do with Your Feedback

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 7 major dimensions of leadership.

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



# Gap Analysis

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



## Achievement

### 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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Rapidly completes tasks and assignments.	15	3.20	93.3	7%	67%		27%
2. Sets challenging goals for the department.	15	3.87	100.0	13%	87%		
3. Inspires others to work with a sense of urgency.	15	3.33	93.3	7%	53%		40%
4. Follows-up and takes action when goals are not met to ensure better results in the future.	15	3.60	93.3	7%	27%	67%	
5. Driven to complete goals despite obstacles that may arise.	15	3.33	93.3	7%	53%		40%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Rapidly completes tasks and assignments.	3.29	3.20	-0.09 ▼
2. Sets challenging goals for the department.	3.65	3.87	+0.22 ▲
3. Inspires others to work with a sense of urgency.	3.18	3.33	+0.16 ▲
4. Follows-up and takes action when goals are not met to ensure better results in the future.	3.41	3.60	+0.19 ▲
5. Driven to complete goals despite obstacles that may arise.	3.24	3.33	+0.10 ▲

### Comments:

- Provides reinforcement and feedback within the context of the overall business strategy.
- \_\_\_\_\_ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- \_\_\_\_\_ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- \_\_\_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- \_\_\_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- \_\_\_\_\_'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.

## Clarity

### 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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Uses appropriate grammar and tense in communications.	15	3.20	93.3	7%	60%	33%	
7. Avoids creating ambiguity or mixed messages.	15	3.20	86.7	13%	53%	33%	
8. Makes sure employees understand why they were given certain assignments.	15	3.40	93.3	7%	47%	47%	
9. Clearly explains responsibilities to individuals.	15	3.47	93.3	7%	40%	53%	
10. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.47	93.3	7%	40%	53%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. Uses appropriate grammar and tense in communications.	3.24	3.20	-0.04 ▼
7. Avoids creating ambiguity or mixed messages.	3.41	3.20	-0.21 ▼
8. Makes sure employees understand why they were given certain assignments.	3.24	3.40	+0.16 ▲
9. Clearly explains responsibilities to individuals.	3.18	3.47	+0.29 ▲
10. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.35	3.47	+0.11 ▲

### Comments:

- This year \_\_\_\_\_ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- \_\_\_\_\_ is an amazing manager. He genuinely cares about his staff.
- I think \_\_\_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_\_\_ took over and I feel \_\_\_\_\_ has risen to the occasion and handled himself well.
- \_\_\_\_\_ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- \_\_\_\_\_ is very process oriented. He has streamlined/improved several processes in the lab.

## Regulatory/Compliance

### 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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	3.53	100.0	47%	53%		
12. Maintains compliance with federal, state, and local laws.	15	3.27	100.0	73%	27%		
13. Implements regulatory changes in a timely manner.	15	3.33	100.0	67%	33%		
14. Keeps up-to-date with legislation affecting employees.	15	3.13	86.7	13%	60%	27%	
15. Follows all safety regulations and procedures.	15	3.07	80.0	20%	53%	27%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
11. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	3.47	3.53	+0.06 ▲
12. Maintains compliance with federal, state, and local laws.	3.47	3.27	-0.20 ▼
13. Implements regulatory changes in a timely manner.	3.35	3.33	-0.02 ▼
14. Keeps up-to-date with legislation affecting employees.	3.18	3.13	-0.04 ▼
15. Follows all safety regulations and procedures.	3.00	3.07	+0.07 ▲

### Comments:

- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- \_\_\_\_\_ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- \_\_\_\_\_ continues to be a great boss. He is available to us and always has time to help with anything.
- \_\_\_\_\_ has been instrumental in the working relationship of our department.
- Engagement is an area where \_\_\_\_\_ has improved by being more in-tune with department needs. He listens more and asks great questions.
- \_\_\_\_\_'s number one priority is customer outcome - he is a team player and is a pleasure to work with.

## Client Focus

### 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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Is pro-active in dealing with clients and addressing their needs.	15	3.40	93.3	7%	47%	47%	
17. Ensures client commitments and requirements are met or exceeded	15	3.27	93.3	7%	60%	33%	
18. Obtains feedback to ensure client needs are being met.	14	3.00	92.9	7%	79%	14%	
19. Looks for opportunities that have a positive impact on Clients.	15	3.47	100.0		53%	47%	
20. Satisfies client needs.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. Is pro-active in dealing with clients and addressing their needs.	3.65	3.40	-0.25 ▼
17. Ensures client commitments and requirements are met or exceeded	3.47	3.27	-0.20 ▼
18. Obtains feedback to ensure client needs are being met.	3.12	3.00	-0.12 ▼
19. Looks for opportunities that have a positive impact on Clients.	3.59	3.47	-0.12 ▼
20. Satisfies client needs.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ is approachable and professional in his interaction with staff and with customers.
- He is willing to fill in with daily workload when we are short staffed.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- \_\_\_\_\_ always goes above and beyond in his daily work.
- He also has always been thankful for any help that I have given his.
- \_\_\_\_\_'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.

## Developing Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Encourages employees through recognition of positive changes in behavior.	15	3.53	100.0	47%	53%		
22. Tries to ensure employees are ready to move to the next level.	15	3.00	80.0	20%	60%	20%	
23. Sets performance objectives for subordinates that encourages development opportunities.	15	2.87	80.0	20%	73%	7%	
24. Creates a work environment that fosters positive feedback to employees.	15	3.47	100.0	53%	47%		
25. Assesses employees' developmental needs.	15	3.67	100.0	33%	67%		

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. Encourages employees through recognition of positive changes in behavior.	3.35	3.53	+0.18 ▲
22. Tries to ensure employees are ready to move to the next level.	3.00	3.00	
23. Sets performance objectives for subordinates that encourages development opportunities.	2.88	2.87	-0.02 ▼
24. Creates a work environment that fosters positive feedback to employees.	3.00	3.47	+0.47 ▲
25. Assesses employees' developmental needs.	3.76	3.67	-0.10 ▼

### Comments:

- I do see \_\_\_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- \_\_\_\_\_ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- \_\_\_\_\_'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- I appreciate \_\_\_\_\_ being open to suggestions, and available when concerns brought to him.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.



## Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Works effectively with people from other departments.	15	3.40	93.3	7%	47%	47%	
27. Supports the efforts of other employees in implementing solutions to problems.	15	3.33	93.3	7%	53%	40%	
28. ...treats others with respect and dignity.	15	3.53	100.0		47%	53%	
29. Treats others with respect and dignity.	15	3.67	100.0		33%	67%	
30. Helpful	15	3.33	100.0		67%	33%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
26. Works effectively with people from other departments.	3.53	3.40	-0.13 ▼
27. Supports the efforts of other employees in implementing solutions to problems.	3.12	3.33	+0.22 ▲
28. ...treats others with respect and dignity.	3.41	3.53	+0.12 ▲
29. Treats others with respect and dignity.	3.59	3.67	+0.08 ▲
30. Helpful	3.41	3.33	-0.08 ▼

### Comments:

- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_\_\_ last month.
- \_\_\_\_\_ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- \_\_\_\_\_ is always working to include staff in a shared decision making processes.
- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.
- 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.
- \_\_\_\_\_ does not always follow through with things (ordering equipment).

## Entrepreneurship

### 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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.20	86.7	13%	53%	33%	
32. Finds unique ways to go around barriers to success.	15	3.40	100.0		60%	40%	
33. Maintains a high level of energy to respond to demands of the job.	15	3.20	86.7	13%	53%	33%	
34. Encourages risk taking for developing potential business opportunities.	15	3.27	93.3	7%	60%	33%	
35. Balances risks and rewards when making decisions.	15	3.00	80.0	20%	60%	20%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. Devotes a certain amount of time and effort to developing new business opportunities.	3.18	3.20	+0.02 ▲
32. Finds unique ways to go around barriers to success.	3.35	3.40	+0.05 ▲
33. Maintains a high level of energy to respond to demands of the job.	3.18	3.20	+0.02 ▲
34. Encourages risk taking for developing potential business opportunities.	2.88	3.27	+0.38 ▲
35. Balances risks and rewards when making decisions.	3.18	3.00	-0.18 ▼

### Comments:

- Always steps up if help is needed.
- \_\_\_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- Overall, I think \_\_\_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_\_\_ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- \_\_\_\_\_ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- I appreciate that \_\_\_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.

## 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?

- As a new manager he is progressing very well.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- 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.
- \_\_\_\_\_ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- \_\_\_\_\_ leads by example.
- \_\_\_\_\_ analyzes all situations before making a decision.

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

- He sometimes comes off as confused about organizational/operational direction.
- He is a dedicated person who inspires excellence in both staff and customer service.
- I appreciate his helpful and cheerful outlook!
- \_\_\_\_\_ makes a concerted effort to ensure that the right people are in the right jobs.
- \_\_\_\_\_ has grown and proven himself to be an effective leader in the imaging department.
- \_\_\_\_\_ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.

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

- \_\_\_\_\_ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.
- He is passionate about providing the services necessary to meet the needs of our organization.
- He can fall behind on projects without providing timely feedback.
- I believe the team greatly values \_\_\_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- Improve communication delivery. Acknowledge what others are saying.
- Show others it is possible to understand both sides without having to agree all the time.

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

- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- He is effective and his knowledge of processes is invaluable.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- He is quick and willing to aid.
- When \_\_\_\_\_ was tapped for the VP position I was very pleased as he was a very good director.

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

- \_\_\_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.
- \_\_\_\_\_ sometimes uses an intense lecturing style with colleagues which is not effective.
- \_\_\_\_\_ did a great job with the new employee program development and he should be proud of his accomplishments.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.

### Any final comments?

- \_\_\_\_\_ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- \_\_\_\_\_ is a true asset to [CompanyName].
- He is both the manager and the interim director for the service line.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- Improve on providing feedback.
- He values our feedback and takes our recommendations seriously.