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.
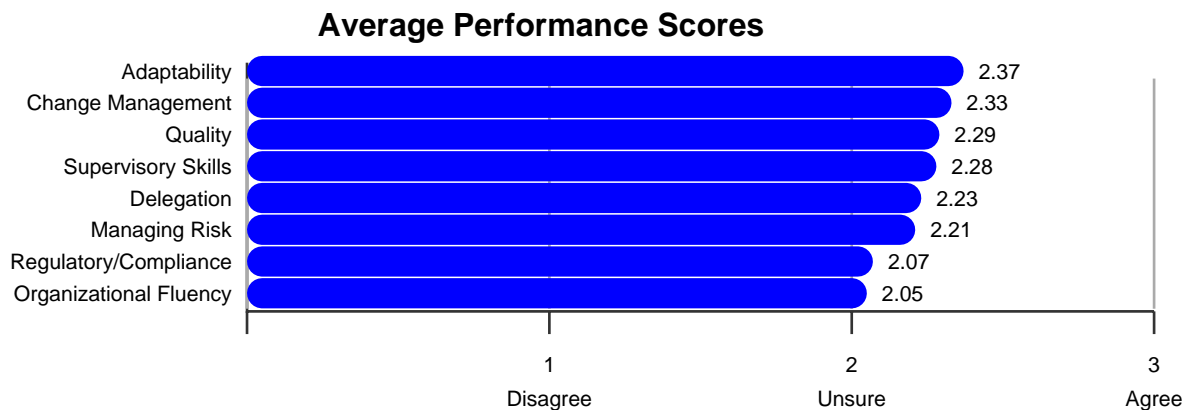
What to Do with Your Feedback

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 8 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.

Average Performance Scores

Dimension	Score
Adaptability	2.37
Change Management	2.33
Quality	2.29
Supervisory Skills	2.28
Delegation	2.23
Managing Risk	2.21
Regulatory/Compliance	2.07
Organizational Fluency	2.05

Scale: 1 Disagree — 2 Unsure — 3 Agree

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.

Dimension	How you see yourself and how others see you.	Gap
Quality	Self 2.00 / Other 2.31	0.31
Supervisory Skills	Self 2.00 / Other 2.30	0.30
Adaptability	Self 2.20 / Other 2.39	0.19
Organizational Fluency	Self 2.00 / Other 2.06	0.06
Delegation	Self 2.20 / Other 2.23	0.03
Managing Risk	Self 2.20 / Other 2.21	0.01
Change Management	Self 2.40 / Other 2.33	0.07
Regulatory/Compliance	Self 2.20 / Other 2.06	0.14

1 Disagree   2 Unsure   3 Agree
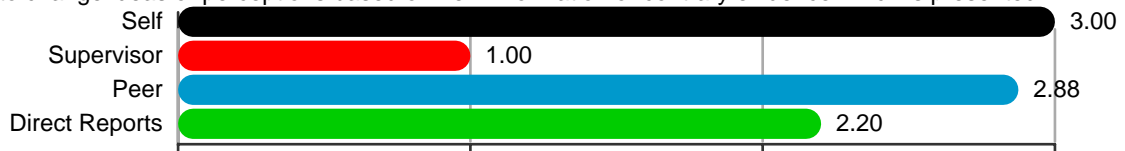
Adaptability

Summary Scores

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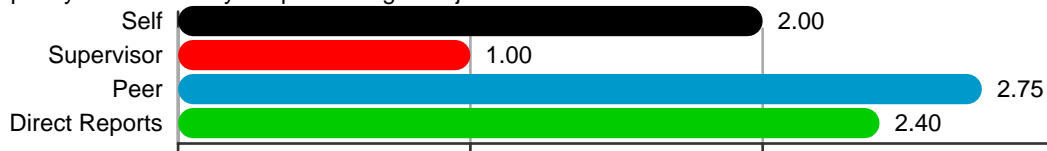

2. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.
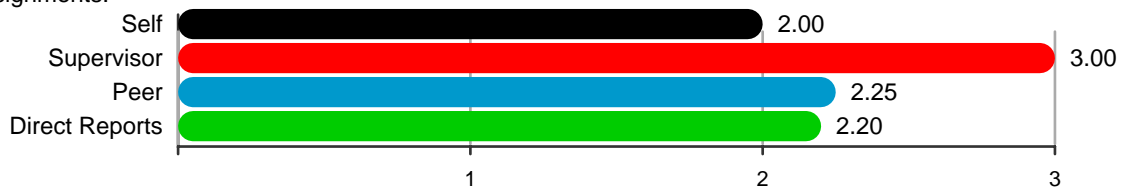

3. Able to adapt to changes in technology and processes.

4. Able to quickly learn new ways of performing their job.

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

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. Develops insights and applies innovative solutions to projects and problems.	15	2.27	33.3	7%	60%	33%
2. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	2.53	73.3	20% 7%		73%
3. Able to adapt to changes in technology and processes.	15	2.33	40.0	7%	53%	40%
4. Able to quickly learn new ways of performing their job.	15	2.47	53.3	7%	40%	53%
5. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	2.27	40.0	13%	47%	40%

Comments:
- He has been and is a mentor for me.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- He is a joy to work for.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- He is very knowledgeable and is always willing to lend a helping hand!
- _____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.

Supervisory Skills

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1	2	3
Disagree	Unsure	Agree

6. Is aware of the unique strengths of each employee.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Encourages employees to achieve their full potential.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Maintains good working relationships with employees.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Appropriately recognizes and rewards employees.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Provides constructive, ongoing feedback.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

1	2	3
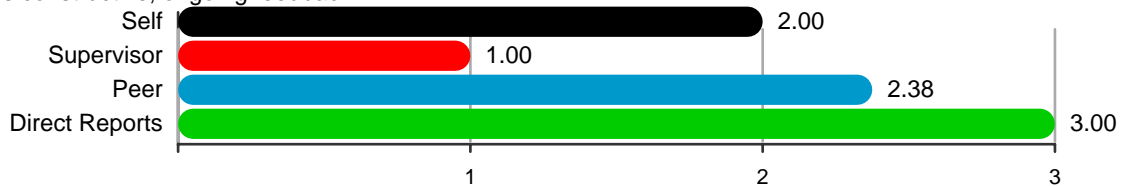
Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Is aware of the unique strengths of each employee.	15	2.13	33.3	20%	47%	33%
7. Encourages employees to achieve their full potential.	15	2.07	26.7	20%	53%	27%
8. Maintains good working relationships with employees.	15	2.33	40.0	7%	53%	40%
9. Appropriately recognizes and rewards employees.	15	2.40	53.3	13%	33%	53%
10. Provides constructive, ongoing feedback.	15	2.47	60.0	13%	27%	60%

Comments:
- He engages other strong leaders empowering them to excel.   He deals fairly in controversial situations striving for productive outcomes.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- Very approachable.   Listens to problems and always willing to assist in coming up with solutions.
- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
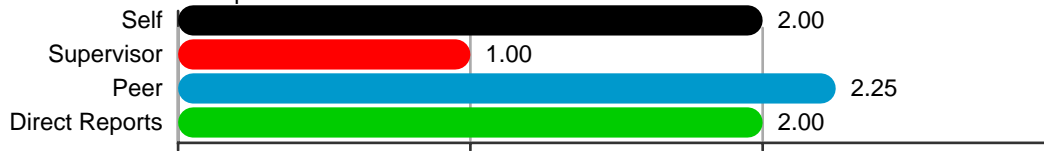
Delegation

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1 — Disagree
2 — Unsure
3 — Agree

11. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Encourages and empowers subordinates to use initiative in achieving goals and objectives.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Entrusts subordinates with important tasks.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Allows subordinates to use their own methods and procedures.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Assigns tasks to create learning opportunities for the employees.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

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).
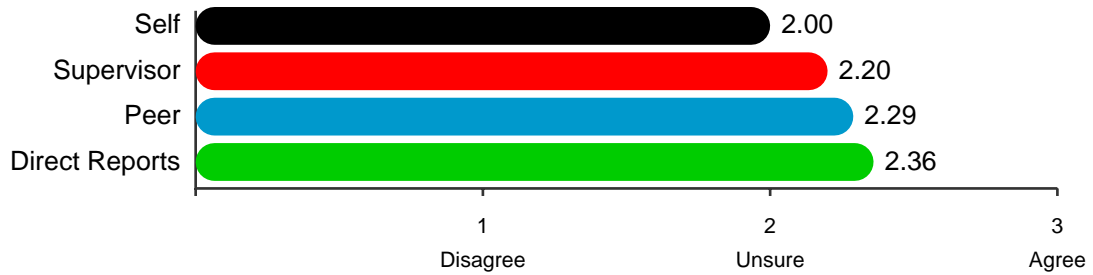
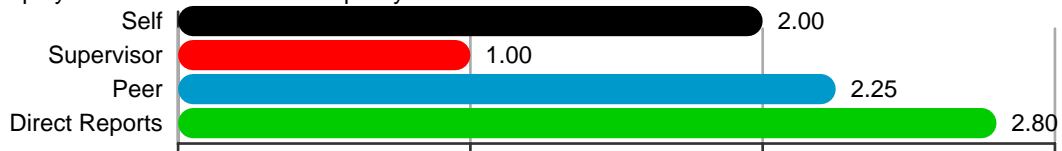| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	2.33	40.0	7%	53%	40%
12. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	2.07	20.0	13%	67%	20%
13. Entrusts subordinates with important tasks.	15	2.07	26.7	20%	53%	27%
14. Allows subordinates to use their own methods and procedures.	15	2.27	40.0	13%	47%	40%
15. Assigns tasks to create learning opportunities for the employees.	14	2.43	50.0	7%	43%	50%

Comments:
- _____ is highly professional and amazingly skilled at both critical thinking and detail management.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- _____ has been very helpful to me as a new manager this year.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- 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.
- _____ has been eager to learn his new position and is transitioning well.

Quality

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

16. Holds employees accountable for their quality of work.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Encourages others to achieve high quality standards.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Reflects on what is working and what could be improved.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Always strives to produce the highest quality work products.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Encourages employees to produce the best quality products.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40
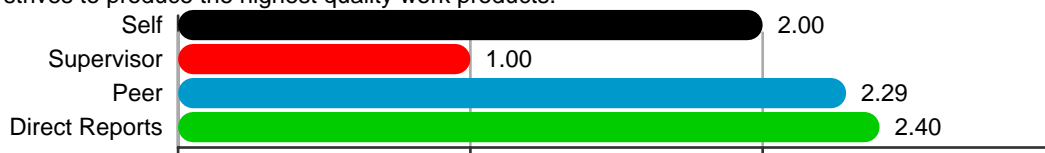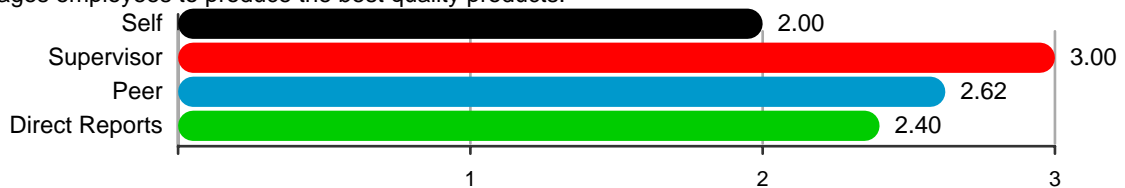
Level of Skill

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).

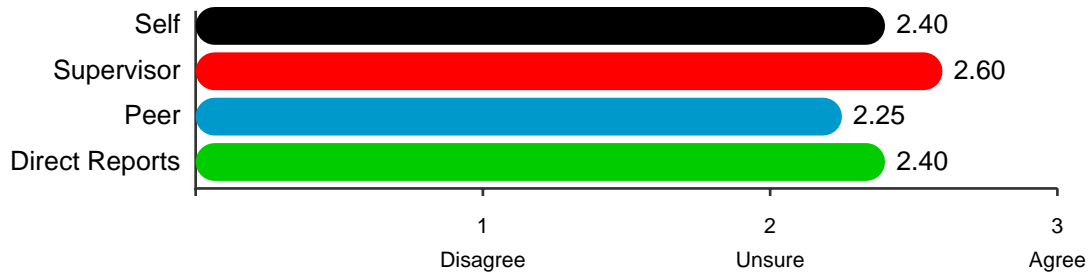| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Holds employees accountable for their quality of work.	15	2.33	46.7	13%	40%	47%
17. Encourages others to achieve high quality standards.	15	2.33	40.0	7%	53%	40%
18. Reflects on what is working and what could be improved.	14	2.00	14.3	14%	71%	14%
19. Always strives to produce the highest quality work products.	14	2.21	42.9	21%	36%	43%
20. Encourages employees to produce the best quality products.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- He is decisive about budgets, emergency preparedness, and safety.
- 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.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- _____ sets high standards for those he works with and expects the same of herself.

Change Management

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1 — Disagree
2 — Unsure
3 — Agree

21. Works cooperatively with others to implement changes.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Effective in dealing with ambiguous and challenging situations.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

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

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

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

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Effective in implementing new organizational vision and values.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60
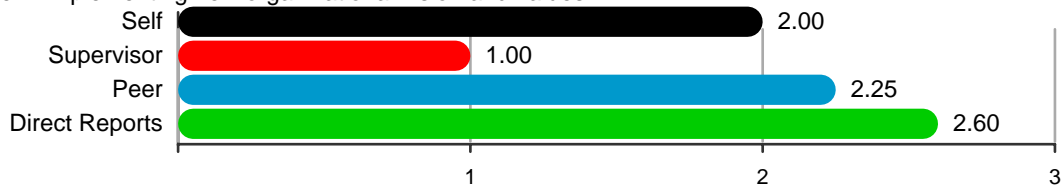
Level of Skill

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. Works cooperatively with others to implement changes.	15	2.60	66.7	7%	27%	67%
22. Effective in dealing with ambiguous and challenging situations.	15	2.33	40.0	7%	53%	40%
23. Adopts changes to set and example for others to follow.	15	2.07	20.0	13%	67%	20%
24. Supports new initiatives for organizational changes to improve effectiveness.	15	2.40	53.3	13%	33%	53%
25. Effective in implementing new organizational vision and values.	15	2.27	53.3	27%	20%	53%

Comments:
- _____ is a outstanding manager.
- I honestly cannot think of anything that he could improve on.
- He is an excellent teammate, great attitude, effort, and energy.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- 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.
- Provide more frequent development feedback.

Managing Risk

Summary Scores

26. Performs regular risk analyses to minimize adverse outcomes.
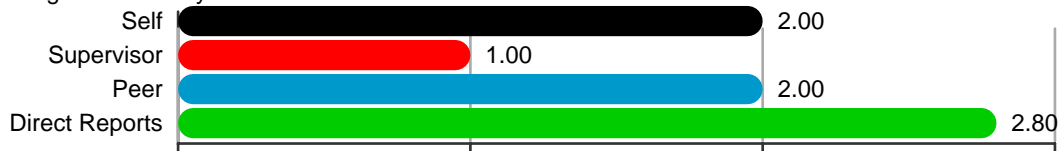
27. Accurately perceives potential risks in the workplace and initiates preventative measures.
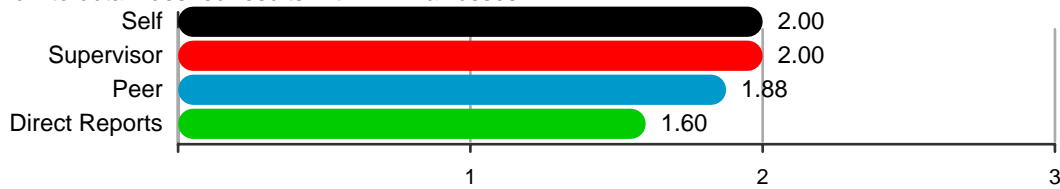

28. Accurately perceives potential risks in the workplace.

29. Creates informative guides regarding potential risks and risky behaviors.

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

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).
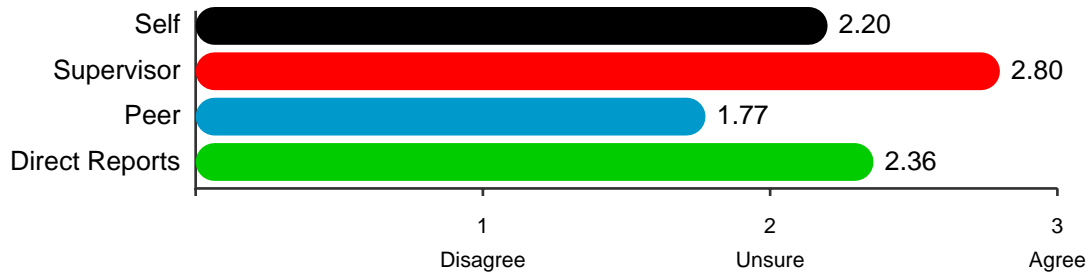
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Performs regular risk analyses to minimize adverse outcomes.	15	2.20	33.3	13%	53%	33%
27. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	2.00	26.7	27%	47%	27%
28. Accurately perceives potential risks in the workplace.	15	2.47	53.3	7%	40%	53%
29. Creates informative guides regarding potential risks and risky behaviors.	15	2.60	60.0		40%	60%
30. Knows how to obtain desired results with minimal losses.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.
- 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.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.

Regulatory/Compliance

Summary Scores

	Score
Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

```
           1              2              3
       Disagree        Unsure         Agree
```

31. Complies with trade agreements affecting international companies.

	Score
Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Keeps up-to-date with legislation affecting employees.

	Score
Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Performs regular compliance audits.

	Score
Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Creates and maintains necessary regulatory documentation.

	Score
Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Creates documents and reports as needed to maintain compliance with regulations.

	Score
Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

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           1              2              3
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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).
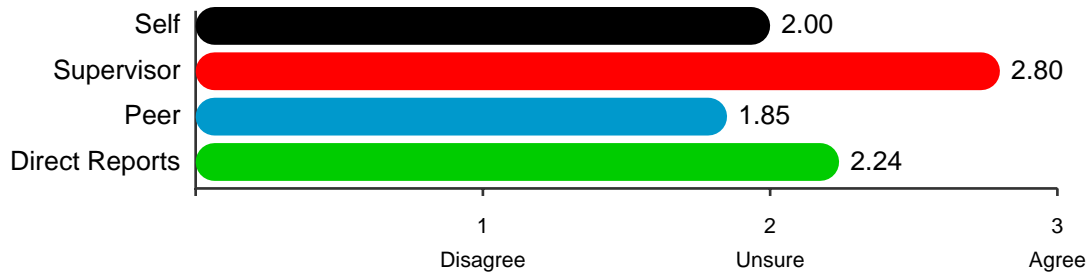
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Complies with trade agreements affecting international companies.	15	2.13	33.3	20%	47%	33%
32. Keeps up-to-date with legislation affecting employees.	15	2.13	33.3	20%	47%	33%
33. Performs regular compliance audits.	15	2.07	33.3	27%	40%	33%
34. Creates and maintains necessary regulatory documentation.	15	2.13	26.7	13%	60%	27%
35. Creates documents and reports as needed to maintain compliance with regulations.	15	1.87	20.0	33%	47%	20%

Comments:
- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- He is the model of a true leader.   He will never ask his staff to do something he wouldn't do himself.
- He gives you confidence knowing he always has your back.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- He is very supportive of cross training and learning new skills.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.

Organizational Fluency

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

1 — Disagree   2 — Unsure   3 — Agree

36. Able to explain departmental policies and procedures to others.

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Able to use corporate politics to advance department objectives.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Anticipates problems that may affect the department.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Understands departmental policies and procedures.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Is aware of other organizational cultures to compare/contrast with the current organizational culture.

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60

1   2   3
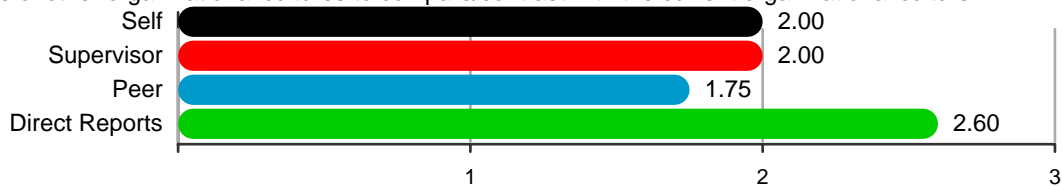
Level of Skill

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. Able to explain departmental policies and procedures to others.	15	1.87	20.0	33%	47%	20%
37. Able to use corporate politics to advance department objectives.	15	1.93	13.3	20%	67%	13%
38. Anticipates problems that may affect the department.	15	2.07	33.3	27%	40%	33%
39. Understands departmental policies and procedures.	15	2.33	33.3		67%	33%
40. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.07	33.3	27%	40%	33%

Comments:
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- _____ has made some excellent hiring decisions this past year.   I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- _____ has implemented using certain times of the day for email.   He is consistently encouraging staff to keep emails brief and too the point.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- He has really filled the role of interim manager for the department well.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- _____ is trusting his team, and expecting high standards of behavior from all employees.

What do you like best about working with this individual?

- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- _____ does a great job in supporting and engaging all of his employees.
- He has a calm demeanor and willingness to help with anything.
- 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.
- 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.
- _____ sets high standards for his team and ensures they perform professionally.

What do you like least about working with this individual?

- He is also quick to tap into his past experiences in attempting to find the best solution.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- _____ has made some excellent hiring decisions this past year.   I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- I really enjoy his mentorship.

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

- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- Communicate regularly with the whole company, not just one department.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- He clearly assigns our responsibilities by our individual strengths.
- 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 areas for improvement?

- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- _____ 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.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides his with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humany possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.

Any final comments?

- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time took think about discussions, he is willing to work with other departments and staff. He can be stubborn at times.
- _____ is able to problem solve very well.
- 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.
- _____ is a rock amongst the management at [CompanyName].
- _____ has been an excellent assistant manager.