



---

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.

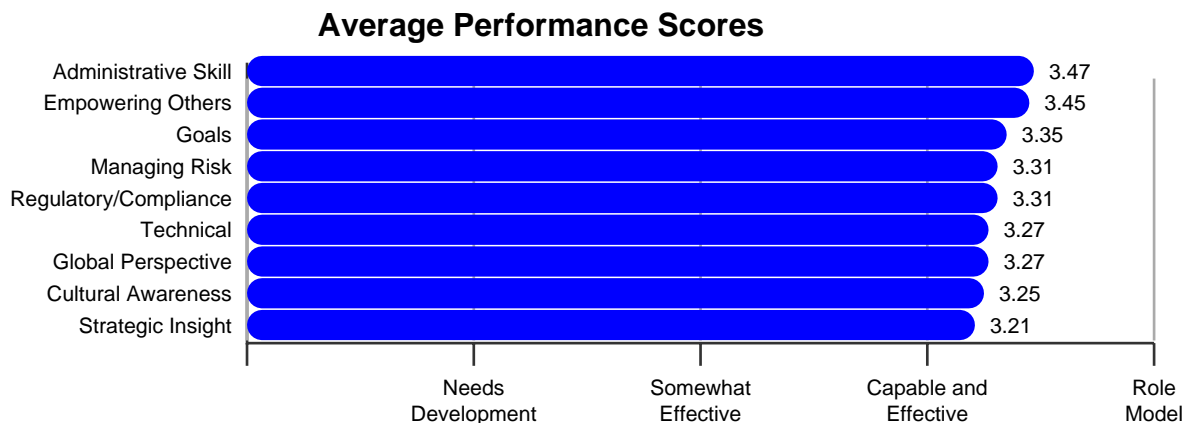
## What to Do with Your Feedback

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

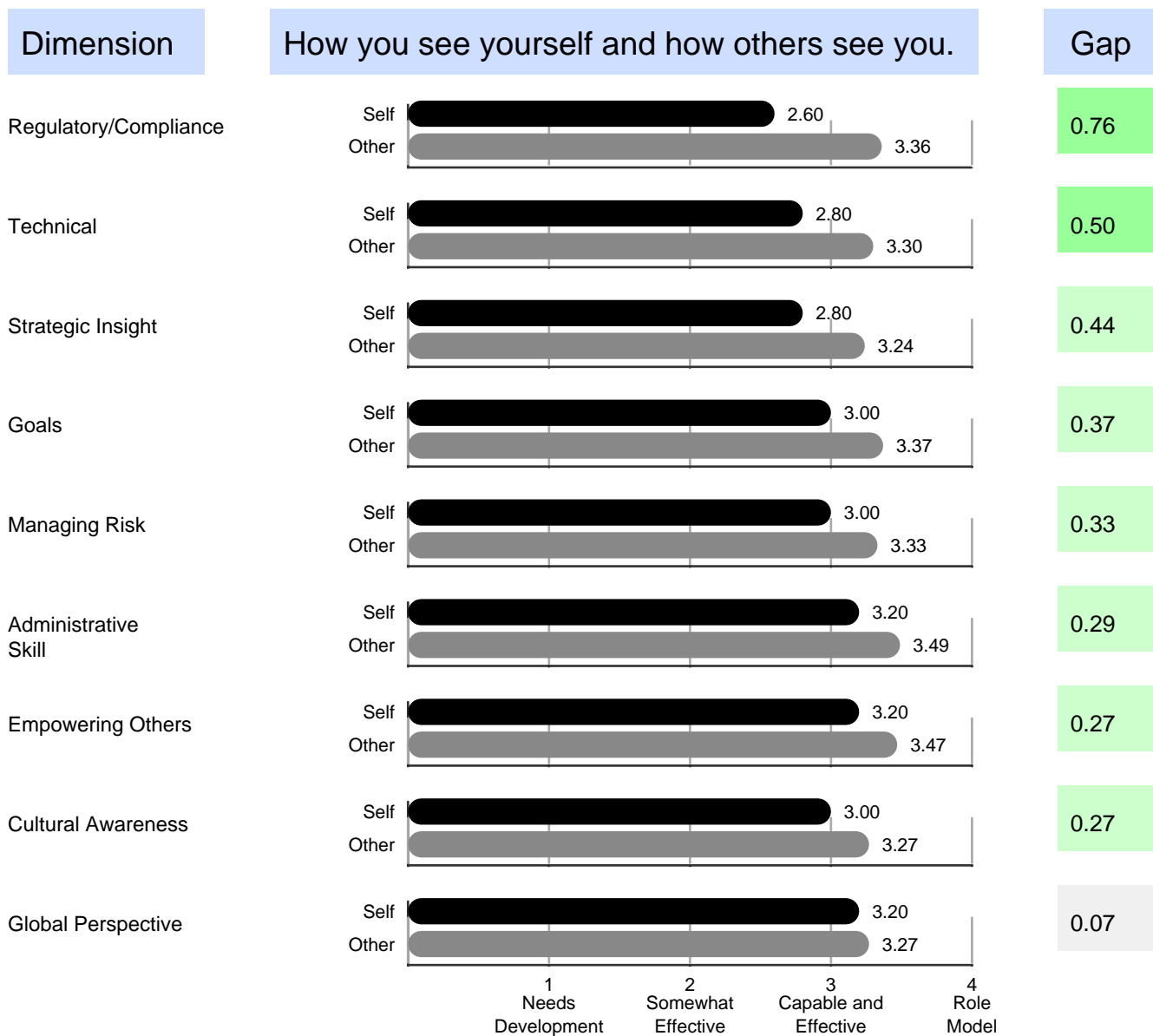
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



## Administrative Skill

### 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. Completes reports on-time.	15	3.20	93.3	7%	67%		27%
2. Enthusiastic about taking on challenging projects.	15	3.87	100.0	13%	87%		
3. High attention to detail.	15	3.33	93.3	7%	53%		40%
4. Strong organizational skills to keep the workspace and department in order	15	3.60	93.3	7%	27%	67%	
5. Implements and uses performance measures.	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. Completes reports on-time.	3.29	3.20	-0.09 ▼
2. Enthusiastic about taking on challenging projects.	3.65	3.87	+0.22 ▲
3. High attention to detail.	3.18	3.33	+0.16 ▲
4. Strong organizational skills to keep the workspace and department in order	3.41	3.60	+0.19 ▲
5. Implements and uses performance measures.	3.24	3.33	+0.10 ▲

### Comments:

- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- I know that \_\_\_ cares about me as a total individual not just as a professional.
- She has never said she was to busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- She holds everyone to such a high standard, you don't want to disappoint her.
- \_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.20	93.3	7%	60%	33%	
7. Achieves goals.	15	3.20	86.7	13%	53%	33%	
8. Sets high expectations and goals; encourages others to support the organization.	15	3.40	93.3	7%	47%	47%	
9. Makes sure that I have a clear idea of our group's goals.	15	3.47	93.3	7%	40%	53%	
10. Establishes and documents goals and objectives.	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. Conducts timely follow-up; keeps others informed on a need to know basis.	3.24	3.20	-0.04 ▼
7. Achieves goals.	3.41	3.20	-0.21 ▼
8. Sets high expectations and goals; encourages others to support the organization.	3.24	3.40	+0.16 ▲
9. Makes sure that I have a clear idea of our group's goals.	3.18	3.47	+0.29 ▲
10. Establishes and documents goals and objectives.	3.35	3.47	+0.11 ▲

### Comments:

- It has been a pleasure working with \_\_\_\_\_. Her interactions with customers have improved over the last year.
- \_\_\_\_\_ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- \_\_\_\_\_ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- I appreciate her dedication to the department employees.
- Is viewed by many as a strong organizational resource.
- \_\_\_\_\_ promotes and encourages teambuilding throughout the entire department.

## Technical

### 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. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.53	100.0	47%	53%		
12. Seeks information from others as needed.	15	3.27	100.0	73%	27%		
13. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.33	100.0	67%	33%		
14. Knows how to produce high quality products/work.	15	3.13	86.7	13%	60%	27%	
15. Willingly shares information and expertise; sought out as resource by others	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. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.47	3.53	+0.06 ▲
12. Seeks information from others as needed.	3.47	3.27	-0.20 ▼
13. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.35	3.33	-0.02 ▼
14. Knows how to produce high quality products/work.	3.18	3.13	-0.04 ▼
15. Willingly shares information and expertise; sought out as resource by others	3.00	3.07	+0.07 ▲

### Comments:

- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- A willingness and flexibility to pitch in help where needed is important.
- \_\_\_ has improved with her follow-up assignments from meetings.
- She has grown as a manager in the last few months and it shows.
- I appreciate the straight forward style of leadership \_\_\_ uses.
- \_\_\_ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

## Managing Risk

### 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. Seeks to retain the best and brightest employees.	15	3.40	93.3	7%	47%	47%	
17. Tracks risks in a project.	15	3.27	93.3	7%	60%	33%	
18. Is aware of the financial implications of certain risks.	14	3.00	92.9	7%	79%	14%	
19. Seeks to maintain the long-term viability of the Company.	15	3.47	100.0		53%	47%	
20. Performs a risk analysis as needed.	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. Seeks to retain the best and brightest employees.	3.65	3.40	-0.25 ▼
17. Tracks risks in a project.	3.47	3.27	-0.20 ▼
18. Is aware of the financial implications of certain risks.	3.12	3.00	-0.12 ▼
19. Seeks to maintain the long-term viability of the Company.	3.59	3.47	-0.12 ▼
20. Performs a risk analysis as needed.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- \_\_\_ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- \_\_\_ is great about approaching and including staff input with decision making within the department.
- \_\_\_ 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.
- \_\_\_ takes the time to understand her team and the strengths that each team member brings to the organization.
- We have made improvements in our documentation and have decreased duplicate reporting.

## 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
21. Maintains compliance with federal, state, and local laws.	15	3.53	100.0	47%	53%		
22. Provides documents and reports as needed to maintain compliance with laws.	15	3.00	80.0	20%	60%	20%	
23. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	2.87	80.0	20%	73%	7%	
24. Knows who to contact at various regulatory agencies if needed.	15	3.47	100.0	53%	47%		
25. Follows all safety regulations and procedures.	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. Maintains compliance with federal, state, and local laws.	3.35	3.53	+0.18 ▲
22. Provides documents and reports as needed to maintain compliance with laws.	3.00	3.00	
23. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	2.88	2.87	-0.02 ▼
24. Knows who to contact at various regulatory agencies if needed.	3.00	3.47	+0.47 ▲
25. Follows all safety regulations and procedures.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ is an excellent communicator and is very open and supportive to her staff.
- Constantly working on improving the customer experience.
- \_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- \_\_\_ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.



## Empowering 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. Allows individuals to be responsible for their decisions.	15	3.40	93.3	7%	47%	47%	
27. Ensures employees understand what is being assigned to them.	15	3.33	93.3	7%	53%	40%	
28. Gives employees input into the decision making process.	15	3.53	100.0		47%	53%	
29. Gives employees autonomy to complete tasks on their own.	15	3.67	100.0		33%	67%	
30. Recognizes the accomplishments of employees when they complete important assignments.	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. Allows individuals to be responsible for their decisions.	3.53	3.40	-0.13 ▼
27. Ensures employees understand what is being assigned to them.	3.12	3.33	+0.22 ▲
28. Gives employees input into the decision making process.	3.41	3.53	+0.12 ▲
29. Gives employees autonomy to complete tasks on their own.	3.59	3.67	+0.08 ▲
30. Recognizes the accomplishments of employees when they complete important assignments.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_ has grown and proven herself to be an effective leader in the imaging department.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- I look forward to learning and improving with her and the other members in the division.
- \_\_\_ has been eager to learn her new position and is transitioning well.
- She is an excellent problem solver.

## Strategic Insight

### 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. Analyzes unique issues or problems impacting the Company.	15	3.20	86.7	13%	53%	33%	
32. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.40	100.0		60%	40%	
33. Identifies root causes of problems.	15	3.20	86.7	13%	53%	33%	
34. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.27	93.3	7%	60%	33%	
35. Maintains knowledge of current trends in the industry.	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. Analyzes unique issues or problems impacting the Company.	3.18	3.20	+0.02 ▲
32. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.35	3.40	+0.05 ▲
33. Identifies root causes of problems.	3.18	3.20	+0.02 ▲
34. Formulates strategies and action plans to ensure successful completion of goals and objectives.	2.88	3.27	+0.38 ▲
35. Maintains knowledge of current trends in the industry.	3.18	3.00	-0.18 ▼

### Comments:

- Professional Growth: \_\_\_ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- \_\_\_ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- She has integrity, dependability, and a desire to constantly improve.
- I am glad to have \_\_\_ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- \_\_\_ collaborates well with other departments and managers.

## Cultural Awareness

### 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
36. Encourages a work environment where individual differences are valued.	15	3.20	93.3	7%	67%		27%
37. Values the opinions of diverse groups and individual.	15	3.27	93.3	7%	60%		33%
38. Shows respect in daily interactions	15	3.27	86.7	13%	47%		40%
39. Respects others regardless of age, race, gender, nationality, or disability.	15	3.13	86.7	13%	60%		27%
40. Fosters a diverse workforce free from discrimination and harassment.	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
36. Encourages a work environment where individual differences are valued.	3.18	3.20	+0.02 ▲
37. Values the opinions of diverse groups and individual.	3.35	3.27	-0.09 ▼
38. Shows respect in daily interactions	3.24	3.27	+0.03 ▲
39. Respects others regardless of age, race, gender, nationality, or disability.	3.59	3.13	-0.45 ▼
40. Fosters a diverse workforce free from discrimination and harassment.	3.29	3.40	+0.11 ▲

### Comments:

- Delegates often with little to no direction.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- She has been both a great co-worker and mentor to me.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- \_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.

## Global Perspective

### 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
41. Considers customers point of view when making decisions.	15	3.33	93.3	7%	53%	40%	
42. Communicates effectively on a multi-lingual basis.	15	3.33	93.3	7%	53%	40%	
43. Applies knowledge of overseas markets.	15	3.13	86.7	13%	60%	27%	
44. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	3.00	86.7	13%	73%	13%	
45. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.53	100.0		47%	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
41. Considers customers point of view when making decisions.	3.29	3.33	+0.04 ▲
42. Communicates effectively on a multi-lingual basis.	3.41	3.33	-0.08 ▼
43. Applies knowledge of overseas markets.	3.35	3.13	-0.22 ▼
44. Accepts setbacks and challenges in foreign markets as improvement opportunities	3.18	3.00	-0.18 ▼
45. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_ is a definite asset to the organization. She is a creative thinker and a strong leader.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.
- It's a pleasure to work with \_\_\_ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- Dedicated to the customer and community, she is worth her weight in gold.

## 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 a calm and professional style.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- Shows curiosity.

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

- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- \_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- \_\_\_ is an outstanding manager.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.

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

- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- \_\_\_ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- There are a lot of great features this system has to offer and \_\_\_ has challenges at times.
- She also has always been thankful for any help that I have given her.
- Management skills progressing well with experience.
- Please know that stress can occasionally slow down progress.

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

- She is becoming more comfortable to deliver critical feedback.
- She is a great manager and person to work for/with.
- \_\_\_ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- I do not have knowledge of \_\_\_'s own department and how she hires, assigns, or fits with her team.
- Improvement should come over time. There is potential which is present.
- \_\_\_ knows her work and knows the facility very well. \_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.

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

- \_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- \_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She 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.
- She walks the walk and talks the talk.
- She encourages teammates more as a peer than a coach.
- She is well respected by her peers and it is clear to see why.
- Is viewed by many as a strong organizational resource.

### Any final comments?

- \_\_\_ has been a strong leader at [CompanyName] for many years, and she will be missed.
- I appreciate her receptiveness and openness and her sense of humor.
- Need to continue to take action when needed, although have improved. . .
- \_\_\_ has improved on her quick assessment of situations and as a result it has helped me improve also
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- \_\_\_ 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.