

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.

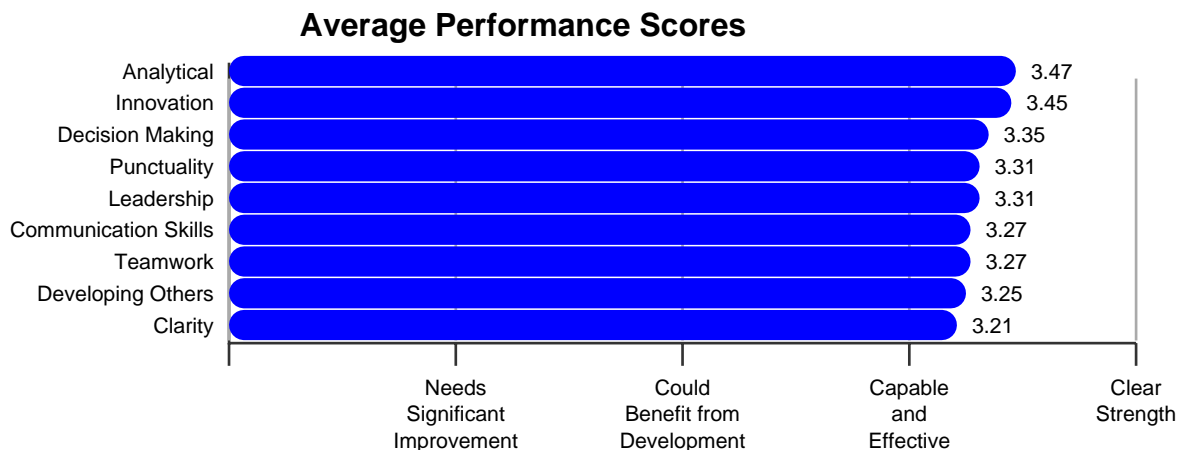
What to Do with Your Feedback

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

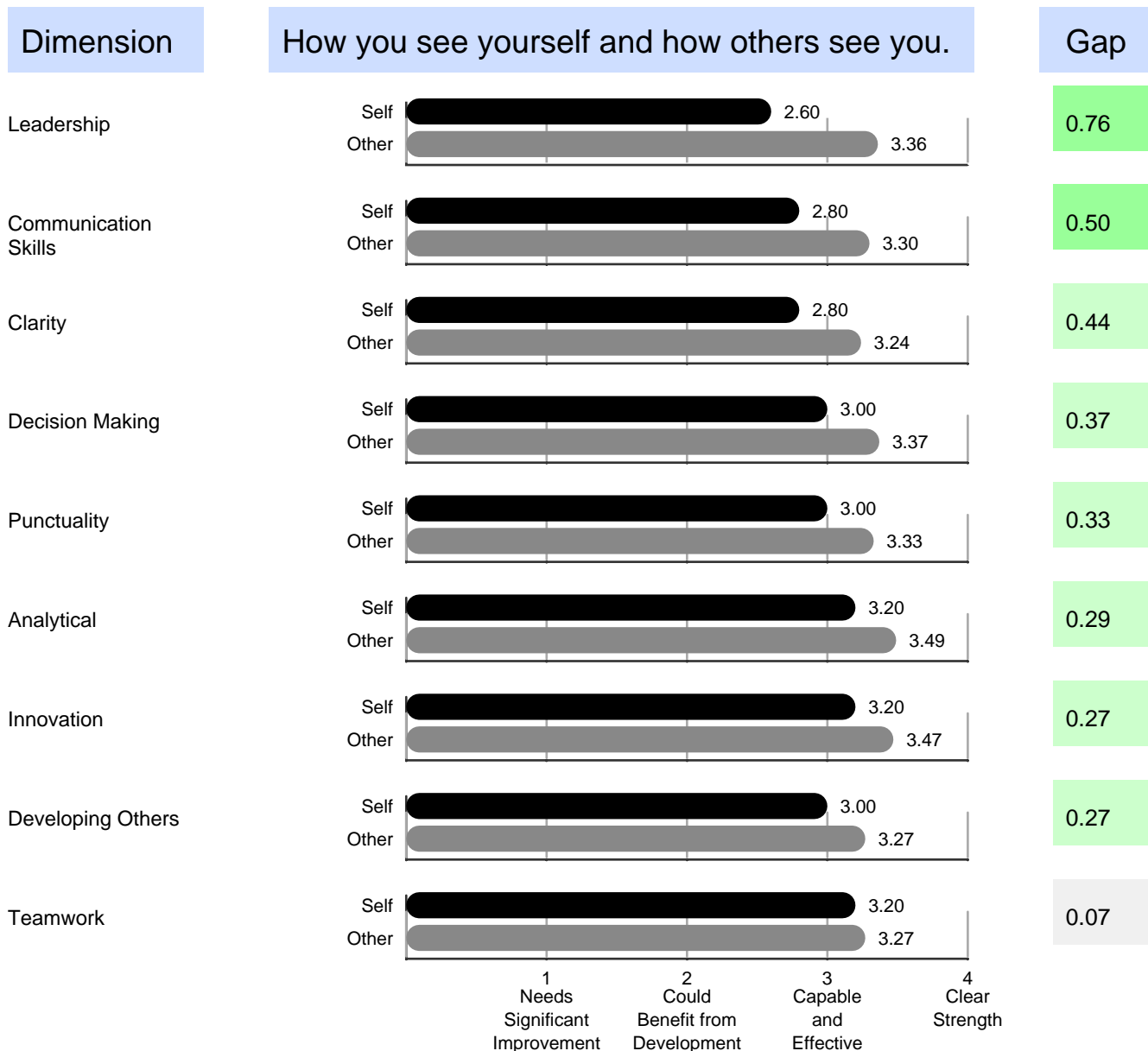
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Analytical

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Identifies opportunities for progress and innovation.	15	3.20	93.3	7%	67%	27%	
2. Balances risks and costs with the rewards and probabilities of success when decisions.	15	3.87	100.0	13%	87%		
3. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.33	93.3	7%	53%	40%	
4. Uses appropriate techniques to solve problems.	15	3.60	93.3	7%	27%	67%	
5. Identifies the root cause of a problem.	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. Identifies opportunities for progress and innovation.	3.29	3.20	-0.09 ▼
2. Balances risks and costs with the rewards and probabilities of success when decisions.	3.65	3.87	+0.22 ▲
3. Analyzes data and information from several sources and arrives at logical conclusions.	3.18	3.33	+0.16 ▲
4. Uses appropriate techniques to solve problems.	3.41	3.60	+0.19 ▲
5. Identifies the root cause of a problem.	3.24	3.33	+0.10 ▲

Comments:

- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- ___ has brought a much needed positive change to [CompanyName].
- ___ is a solid performer knows her stuff.
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- She looks at problems in a systematic way and asks for input prior to making decisions.

Decision Making

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.20	93.3	7%	60%	33%	
7. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.20	86.7	13%	53%	33%	
8. Exercises good judgment by making sound and informed decisions.	15	3.40	93.3	7%	47%	47%	
9. Asks for additional information when making critical decisions.	15	3.47	93.3	7%	40%	53%	
10. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.24	3.20	-0.04 ▼
7. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.41	3.20	-0.21 ▼
8. Exercises good judgment by making sound and informed decisions.	3.24	3.40	+0.16 ▲
9. Asks for additional information when making critical decisions.	3.18	3.47	+0.29 ▲
10. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.35	3.47	+0.11 ▲

Comments:

- She takes the time to explain to staff the rationale of changes being made.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- I do very much appreciate that ___ will support me in a decision when needed.
- ___ is a good leader because she gives examples through her own behavior.
- I think she is doing really good work and I found that to be one area I could list that might help.
- I really enjoy working with ___. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.

Communication Skills

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Able to deliver presentations.	15	3.53	100.0	47%	53%		
12. Asks follow-up questions as needed.	15	3.27	100.0	73%	27%		
13. Deals with difficult situations calmly and confidently.	15	3.33	100.0	67%	33%		
14. An effective listener who is responsive to information needs.	15	3.13	86.7	13%	60%	27%	
15. Coaches others and provides feedback on the use of different oral communication styles for different audiences	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. Able to deliver presentations.	3.47	3.53	+0.06 ▲
12. Asks follow-up questions as needed.	3.47	3.27	-0.20 ▼
13. Deals with difficult situations calmly and confidently.	3.35	3.33	-0.02 ▼
14. An effective listener who is responsive to information needs.	3.18	3.13	-0.04 ▼
15. Coaches others and provides feedback on the use of different oral communication styles for different audiences	3.00	3.07	+0.07 ▲

Comments:

- ___ is professional, collaborative. . . a great team member.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- She 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!
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ has been instrumental in the working relationship of our department.

Punctuality

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Arrives to meetings on time.	15	3.40	93.3	7%	47%	47%	
17. Invoices clients on a timely basis.	15	3.27	93.3	7%	60%	33%	
18. Maintains an efficient schedule of activities.	14	3.00	92.9	7%	79%	14%	
19. Starts the workday when scheduled.	15	3.47	100.0		53%	47%	
20. Responds to requests for information in a timely manner.	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. Arrives to meetings on time.	3.65	3.40	-0.25 ▼
17. Invoices clients on a timely basis.	3.47	3.27	-0.20 ▼
18. Maintains an efficient schedule of activities.	3.12	3.00	-0.12 ▼
19. Starts the workday when scheduled.	3.59	3.47	-0.12 ▼
20. Responds to requests for information in a timely manner.	3.29	3.40	+0.11 ▲

Comments:

- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- 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.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- She is decisive about budgets, emergency preparedness, and safety.

Leadership

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Leads team to set goals, solve problems, and accomplish tasks.	15	3.53	100.0	47%	53%		
22. Effectively leads others.	15	3.00	80.0	20%	60%	20%	
23. Sets specific, measurable, and challenging goals.	15	2.87	80.0	20%	73%	7%	
24. Able to influence others.	15	3.47	100.0	53%	47%		
25. Recognizes individual and team accomplishments and reward them appropriately.	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. Leads team to set goals, solve problems, and accomplish tasks.	3.35	3.53	+0.18 ▲
22. Effectively leads others.	3.00	3.00	
23. Sets specific, measurable, and challenging goals.	2.88	2.87	-0.02 ▼
24. Able to influence others.	3.00	3.47	+0.47 ▲
25. Recognizes individual and team accomplishments and reward them appropriately.	3.76	3.67	-0.10 ▼

Comments:

- Expectations are not always clearly communicated/outlined.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- A willingness and flexibility to pitch in help where needed is important.
- She correctly sets limits, and expectations of her managers.
- Is reliable and keeps the team focused on the delivery of outcomes.
- Sometimes difficult to understand what is being asked. Provide more clarity.

Innovation

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Fosters a creative and innovative work environment.	15	3.40	93.3	7%	47%	47%	
27. Implements best practices within the department.	15	3.33	93.3	7%	53%	40%	
28. Takes risks to advance important ideas.	15	3.53	100.0		47%	53%	
29. Creates improved methods or solutions for meeting goals and objectives.	15	3.67	100.0		33%	67%	
30. Analyzes current procedures and identifies opportunities for improvement.	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. Fosters a creative and innovative work environment.	3.53	3.40	-0.13 ▼
27. Implements best practices within the department.	3.12	3.33	+0.22 ▲
28. Takes risks to advance important ideas.	3.41	3.53	+0.12 ▲
29. Creates improved methods or solutions for meeting goals and objectives.	3.59	3.67	+0.08 ▲
30. Analyzes current procedures and identifies opportunities for improvement.	3.41	3.33	-0.08 ▼

Comments:

- She lets us develop our own style and inspires us to do our best.
- ___ is the best employee the department has employed.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- ___ 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.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Checks details thoroughly.	15	3.20	86.7	13%	53%	33%	
32. Clearly defines work objectives for employees.	15	3.40	100.0		60%	40%	
33. Uses appropriate grammar and tense in communications.	15	3.20	86.7	13%	53%	33%	
34. Clearly explains responsibilities to individuals.	15	3.27	93.3	7%	60%	33%	
35. Communicates with clarity and efficiency.	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. Checks details thoroughly.	3.18	3.20	+0.02 ▲
32. Clearly defines work objectives for employees.	3.35	3.40	+0.05 ▲
33. Uses appropriate grammar and tense in communications.	3.18	3.20	+0.02 ▲
34. Clearly explains responsibilities to individuals.	2.88	3.27	+0.38 ▲
35. Communicates with clarity and efficiency.	3.18	3.00	-0.18 ▼

Comments:

- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- I think she is an asset to the department.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- Uses her people skills to change negative situations into positive.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Sets performance objectives for subordinates that encourages development opportunities.	15	3.20	93.3	7%	67%		27%
37. Supports the successes of other employees.	15	3.27	93.3	7%	60%		33%
38. Assesses employees' developmental needs.	15	3.27	86.7	13%	47%		40%
39. Is open to receiving feedback.	15	3.13	86.7	13%	60%		27%
40. Assigns tasks and responsibilities to develop skills of others.	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. Sets performance objectives for subordinates that encourages development opportunities.	3.18	3.20	+0.02 ▲
37. Supports the successes of other employees.	3.35	3.27	-0.09 ▼
38. Assesses employees' developmental needs.	3.24	3.27	+0.03 ▲
39. Is open to receiving feedback.	3.59	3.13	-0.45 ▼
40. Assigns tasks and responsibilities to develop skills of others.	3.29	3.40	+0.11 ▲

Comments:

- Before ___ came into the position it seemed that the department was a dump.
- ___ works to keep up but a lot of new concepts.
- I work with ___ regularly and see her interactions with other leaders frequently.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- She has established credibility and trust with all the directors and managers.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.

Teamwork

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Is open to new ideas that may change own goals for benefit of the team	15	3.33	93.3	7%	53%	40%	
42. Effective team player	15	3.33	93.3	7%	53%	40%	
43. Builds consensus and shares relevant information.	15	3.13	86.7	13%	60%	27%	
44. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues	15	3.00	86.7	13%	73%	13%	
45. Coaches team members	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. Is open to new ideas that may change own goals for benefit of the team	3.29	3.33	+0.04 ▲
42. Effective team player	3.41	3.33	-0.08 ▼
43. Builds consensus and shares relevant information.	3.35	3.13	-0.22 ▼
44. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues	3.18	3.00	-0.18 ▼
45. Coaches team members	3.35	3.53	+0.18 ▲

Comments:

- ___ has a strong knowledge base and willingly shares information.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- Always conducts herself in a professional manner.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- ___ can be counted on for her reliability.

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?

- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- She correctly sets limits, and expectations of her managers.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- She won't settle for less.
- ___ has an impressive vision for the company.

What do you like best about working with this individual?

- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- ___ is professional, collaborative. . . a great team member.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- Is always available to assist with issues, all scopes business or personal.
- 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 her assignments.

What do you like least about working with this individual?

- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- She has been a great addition to the department in this area.
- ___ sets high standards for her team and ensures they perform professionally.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.

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

- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- She is determined to find the answer to any problem or obstacle in her way.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

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

- ____, more than most, takes what we've learned and implements changes.
- ____ does not always follow through with things (ordering equipment).
- ____ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- I think she is the kind of manager our department has needed and will continue to need.

Any final comments?

- She is always collaborative in her approach, and makes good decisions.
- ____ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- Great year of growth!
- She is excellent at helping/coaching/problem-solving with others.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- I value ____'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.