



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.

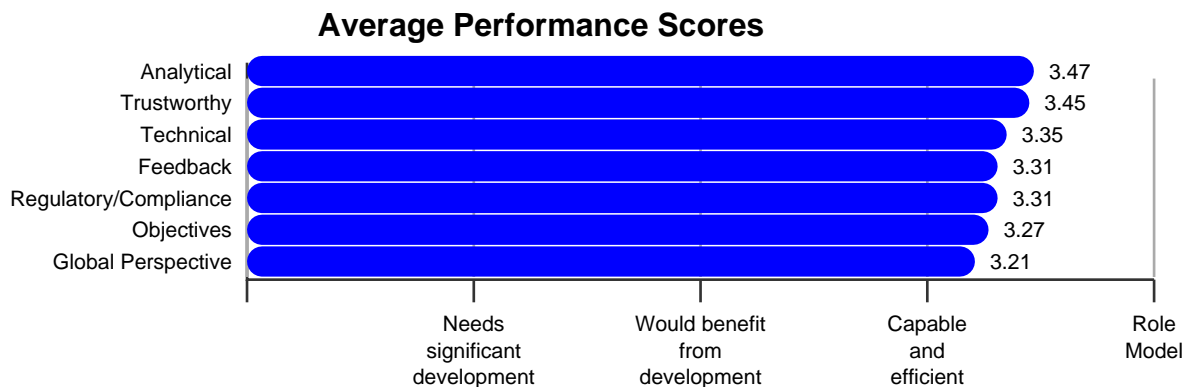
What to Do with Your Feedback

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.



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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Uses appropriate techniques to solve problems.	15	3.20	93.3	7%	67%		27%
2. Identifies opportunities for progress and innovation.	15	3.87	100.0	13%	87%		
3. Identifies problems and issues needing resolution.	15	3.33	93.3	7%	53%		40%
4. Prioritizes various actions to be taken when solving a problem.	15	3.60	93.3	7%	27%	67%	
5. Implements data validation techniques and methods.	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. Uses appropriate techniques to solve problems.	3.29	3.20	-0.09 ▼
2. Identifies opportunities for progress and innovation.	3.65	3.87	+0.22 ▲
3. Identifies problems and issues needing resolution.	3.18	3.33	+0.16 ▲
4. Prioritizes various actions to be taken when solving a problem.	3.41	3.60	+0.19 ▲
5. Implements data validation techniques and methods.	3.24	3.33	+0.10 ▲

Comments:

- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- 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 not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- He is a great leader.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Willingly shares information and expertise; sought out as resource by others	15	3.20	93.3	7%	60%		33%
7. Demonstrates mastery of the technical competencies required in his/her work.	15	3.20	86.7	13%	53%		33%
8. 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	3.40	93.3	7%	47%		47%
9. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.47	93.3	7%	40%		53%
10. Willingly shares his/her technical expertise; sought out as resource by others	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. Willingly shares information and expertise; sought out as resource by others	3.24	3.20	-0.04 ▼
7. Demonstrates mastery of the technical competencies required in his/her work.	3.41	3.20	-0.21 ▼
8. 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.	3.24	3.40	+0.16 ▲
9. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.18	3.47	+0.29 ▲
10. Willingly shares his/her technical expertise; sought out as resource by others	3.35	3.47	+0.11 ▲

Comments:

- He sets a good example for personal growth.
- He takes the time to explain to staff the rationale of changes being made.
- _____ leads by example in each of the areas noted above.
- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.
- _____ is a strong advocate for both the customer and staff.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.

Objectives

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Consistently provides me with timely feedback for improving my performance.	15	3.53	100.0	47%	53%		
12. Organizes and schedules events, activities, and resources.	15	3.27	100.0	73%	27%		
13. Effectively organizes resources and plans	15	3.33	100.0	67%	33%		
14. Encourages me to take on greater responsibility.	15	3.13	86.7	13%	60%	27%	
15. Establishes goals and objectives.	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. Consistently provides me with timely feedback for improving my performance.	3.47	3.53	+0.06 ▲
12. Organizes and schedules events, activities, and resources.	3.47	3.27	-0.20 ▼
13. Effectively organizes resources and plans	3.35	3.33	-0.02 ▼
14. Encourages me to take on greater responsibility.	3.18	3.13	-0.04 ▼
15. Establishes goals and objectives.	3.00	3.07	+0.07 ▲

Comments:

- _____ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- Transparency and honesty is important early in the process.
- He has consistently been a strong advocate for me and my team.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.

Feedback

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Accepts the views of others.	15	3.40	93.3	7%	47%	47%	
17. Shares past experiences with others as learning opportunities.	15	3.27	93.3	7%	60%	33%	
18. Considers other's opinion and suggestions.	14	3.00	92.9	7%	79%	14%	
19. Seeks feedback to enhance performance.	15	3.47	100.0		53%	47%	
20. Open to the suggestions 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
16. Accepts the views of others.	3.65	3.40	-0.25 ▼
17. Shares past experiences with others as learning opportunities.	3.47	3.27	-0.20 ▼
18. Considers other's opinion and suggestions.	3.12	3.00	-0.12 ▼
19. Seeks feedback to enhance performance.	3.59	3.47	-0.12 ▼
20. Open to the suggestions of others.	3.29	3.40	+0.11 ▲

Comments:

- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- I appreciate his receptiveness and openness and his sense of humor.
- He strives to be an effective and available leader.
- _____ has a strong knowledge base and willingly shares information.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Offers training to employees to ensure they comply with regulations.	15	3.53	100.0	47%	53%		
22. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	3.00	80.0	20%	60%	20%	
23. Offers training to employees to ensure they are complying with regulations.	15	2.87	80.0	20%	73%	7%	
24. Works quickly to implement changes in regulations.	15	3.47	100.0	53%	47%		
25. Interacts with auditors and regulators on a professional basis.	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. Offers training to employees to ensure they comply with regulations.	3.35	3.53	+0.18 ▲
22. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	3.00	3.00	
23. Offers training to employees to ensure they are complying with regulations.	2.88	2.87	-0.02 ▼
24. Works quickly to implement changes in regulations.	3.00	3.47	+0.47 ▲
25. Interacts with auditors and regulators on a professional basis.	3.76	3.67	-0.10 ▼

Comments:

- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- _____ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.

Trustworthy

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Demonstrates a sense of responsibility and commitment to public trust.	15	3.40	93.3	7%	47%	47%	
27. Demonstrates congruence between statements and actions.	15	3.33	93.3	7%	53%	40%	
28. Is trustworthy; is someone I can trust.	15	3.53	100.0		47%	53%	
29. Works in a way that makes others want to work with her/him.	15	3.67	100.0		33%	67%	
30. Takes ownership, delivers on commitments	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. Demonstrates a sense of responsibility and commitment to public trust.	3.53	3.40	-0.13 ▼
27. Demonstrates congruence between statements and actions.	3.12	3.33	+0.22 ▲
28. Is trustworthy; is someone I can trust.	3.41	3.53	+0.12 ▲
29. Works in a way that makes others want to work with her/him.	3.59	3.67	+0.08 ▲
30. Takes ownership, delivers on commitments	3.41	3.33	-0.08 ▼

Comments:

- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- He has an open door policy and is available when needed.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____ is a tremendous leader in our organization.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Attends training seminars and conferences to increase skills in working with others globally.	15	3.20	86.7	13%	53%	33%	
32. Demonstrates a curiosity about diverse individuals and cultures.	15	3.40	100.0		60%	40%	
33. Aligns personal vision with global strategies.	15	3.20	86.7	13%	53%	33%	
34. Communicates effectively on a multi-lingual basis.	15	3.27	93.3	7%	60%	33%	
35. Analyzes global issues/problems that are having a large impact on the Company.	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. Attends training seminars and conferences to increase skills in working with others globally.	3.18	3.20	+0.02 ▲
32. Demonstrates a curiosity about diverse individuals and cultures.	3.35	3.40	+0.05 ▲
33. Aligns personal vision with global strategies.	3.18	3.20	+0.02 ▲
34. Communicates effectively on a multi-lingual basis.	2.88	3.27	+0.38 ▲
35. Analyzes global issues/problems that are having a large impact on the Company.	3.18	3.00	-0.18 ▼

Comments:

- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- _____ is very reliable and collaborates well on projects.
- He knows what his customers needs and seeks to find the best individual to fill those roles.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- _____ strives to be professional with each and every interaction and I think inspires confidence.

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 very effective communicator and I always felt very well informed as his direct report.
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.

What do you like best about working with this individual?

- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also received his Master's Degree, so he obviously is very motivated! Thank you for allowing me to participate in his evaluation.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- _____ has improved with his follow-up assignments from meetings.
- _____ is determined to help make [CompanyName] successful.

What do you like least about working with this individual?

- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- Positive attitude.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leads and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.

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

- He is a charismatic leader. Really the best!!
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- _____ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way he approaches a problem,

using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate _____ !

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

- When dealing with HR issues my HR business partner is always involved.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- He clearly assigns our responsibilities by our individual strengths.
- In one word I can summarize _____ in leadership skill. WOW!

Any final comments?

- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____ 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.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- He can always be counted on to do what he commits to.