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.
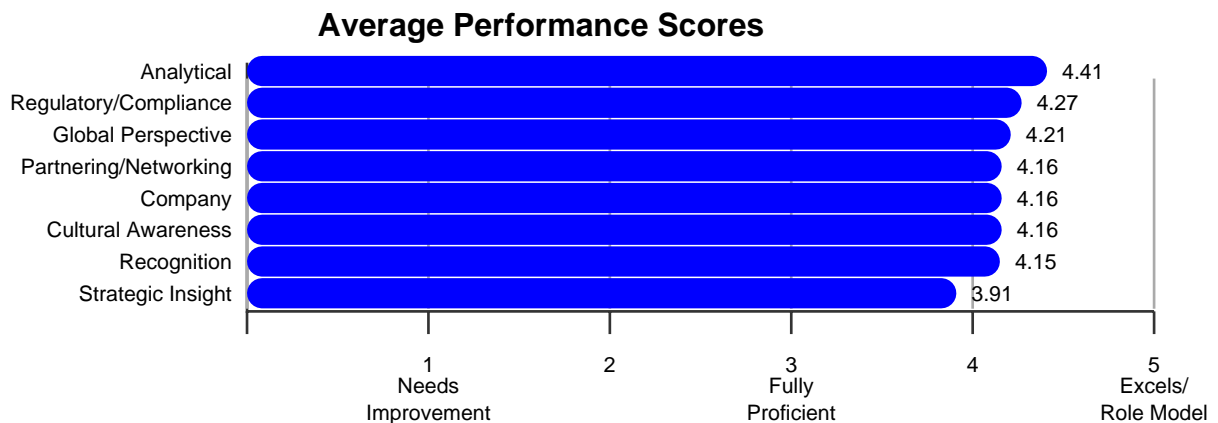
What to Do with Your Feedback

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.
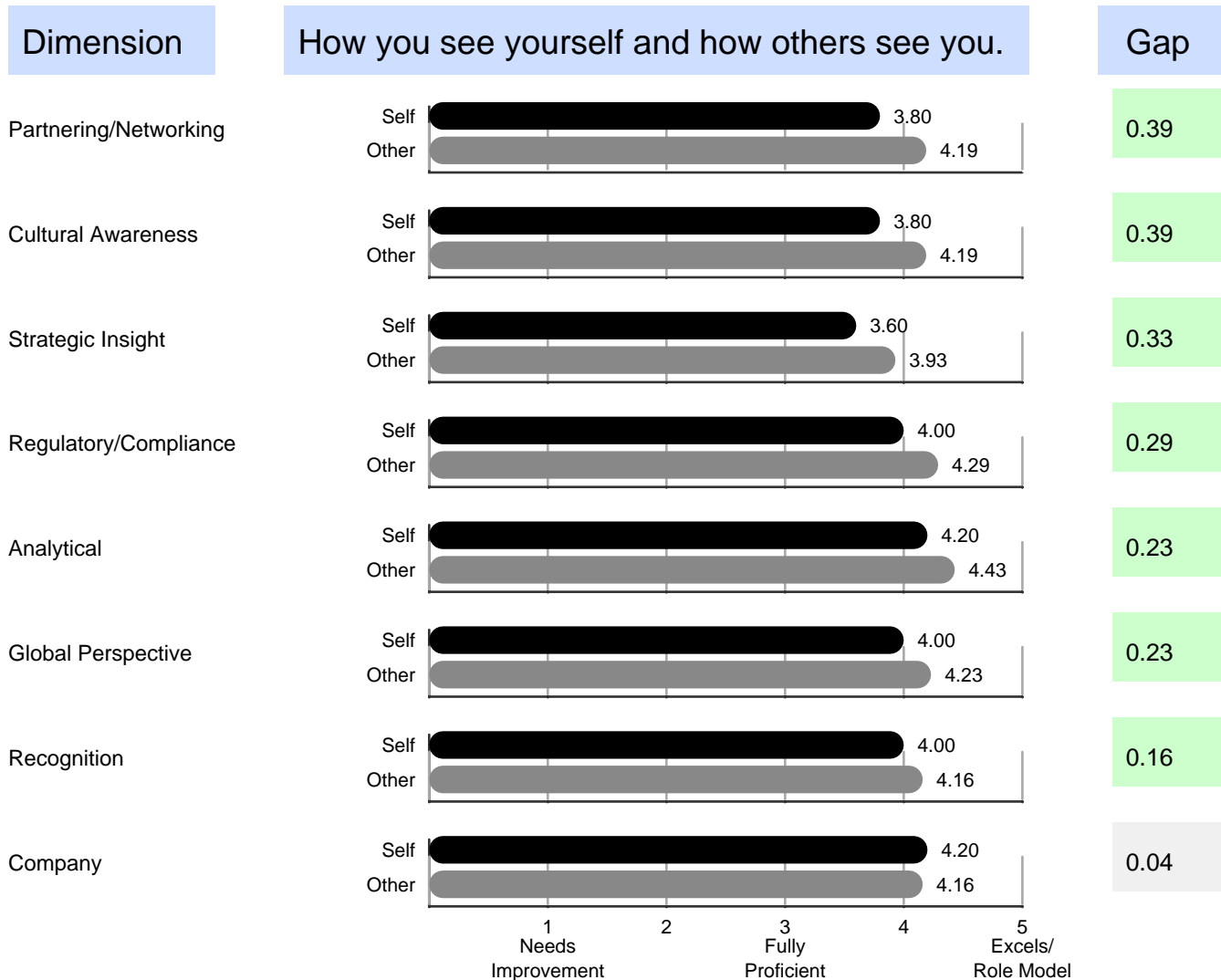
Summary

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
Analytical	4.41
Regulatory/Compliance	4.27
Global Perspective	4.21
Partnering/Networking	4.16
Company	4.16
Cultural Awareness	4.16
Recognition	4.15
Strategic Insight	3.91

Scale:
1 – Needs Improvement
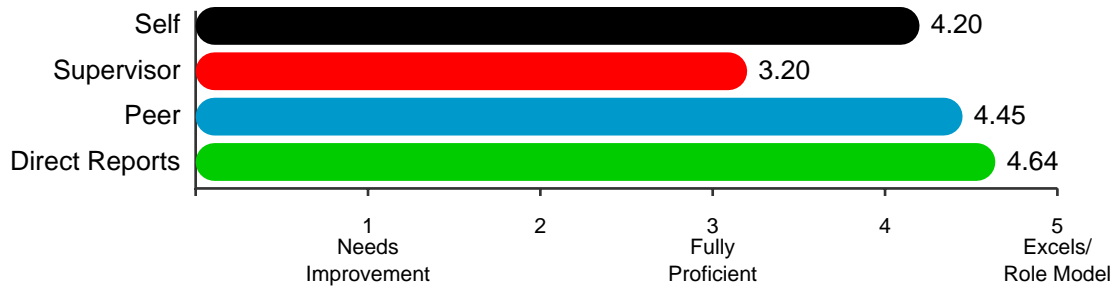3 – Fully Proficient
5 – Excels/Role Model

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
Partnering/Networking	Self 3.80 / Other 4.19	0.39
Cultural Awareness	Self 3.80 / Other 4.19	0.39
Strategic Insight	Self 3.60 / Other 3.93	0.33
Regulatory/Compliance	Self 4.00 / Other 4.29	0.29
Analytical	Self 4.20 / Other 4.43	0.23
Global Perspective	Self 4.00 / Other 4.23	0.23
Recognition	Self 4.00 / Other 4.16	0.16
Company	Self 4.20 / Other 4.16	0.04

Scale: 1 Needs Improvement — 2 — 3 Fully Proficient — 4 — 5 Excels/Role Model

Analytical

Summary Scores

1. Identifies problems and issues needing resolution.

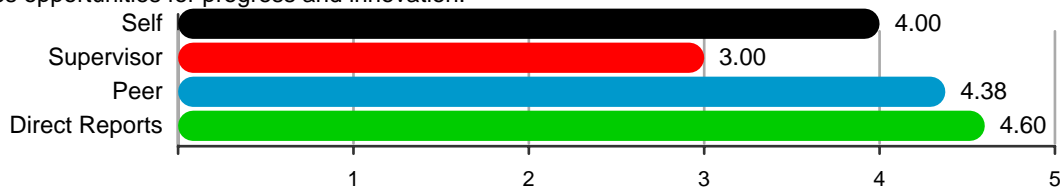2. Analyzes issues and reduces them to their component parts.

3. Implements data validation techniques and methods.

4. Selects the appropriate techniques for analysis.

5. Identifies opportunities for progress and 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 Improvement) to green (Excels/ Role Model).
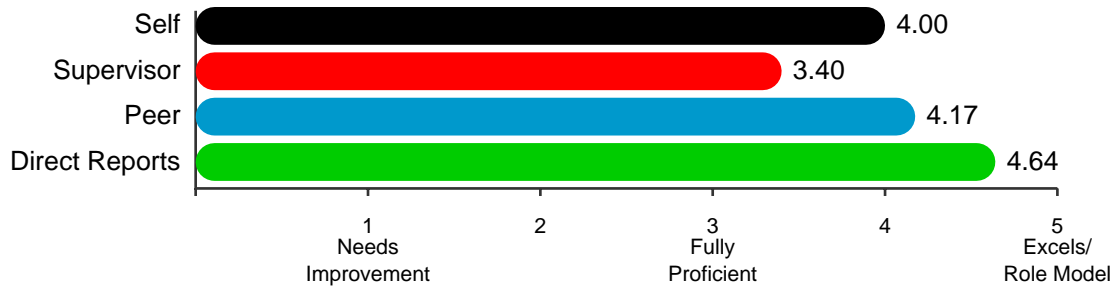
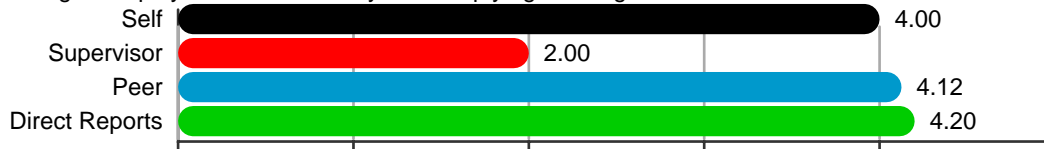| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Identifies problems and issues needing resolution.	15	4.20	93.3	7%	67%		27%
2. Analyzes issues and reduces them to their component parts.	15	4.87	100.0	13%	87%		
3. Implements data validation techniques and methods.	15	4.27	93.3	7%	60%		33%
4. Selects the appropriate techniques for analysis.	15	4.40	86.7	13%	33%	53%	
5. Identifies opportunities for progress and innovation.	15	4.33	93.3	7%	53%	40%	

Comments:
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- His positive attitude is constant.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.

Regulatory/Compliance

Summary Scores

Self	4.00
Supervisor	3.40
Peer	4.17
Direct Reports	4.64

1 — Needs Improvement
3 — Fully Proficient
5 — Excels/ Role Model

6. Offers training to employees to ensure they are complying with regulations.

Self	4.00
Supervisor	2.00
Peer	4.12
Direct Reports	4.20

7. Is aware of the documents and reports needed to maintain compliance with regulations.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.40

8. Maintains historical records and documents as needed/required.

Self	4.00
Supervisor	5.00
Peer	4.12
Direct Reports	4.60

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

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	5.00

10. Addresses issues quickly before they develop into major problems.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	5.00
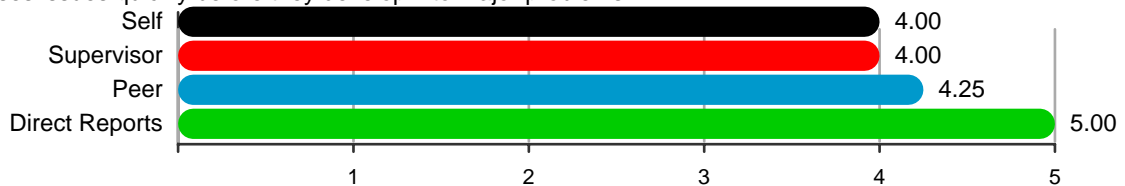
Level of Skill

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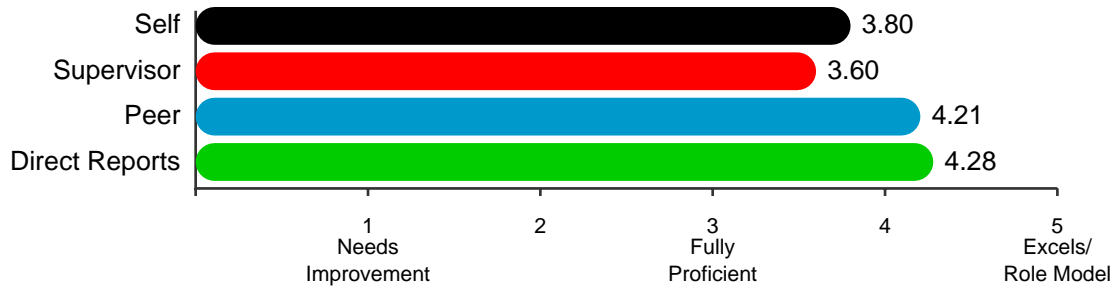
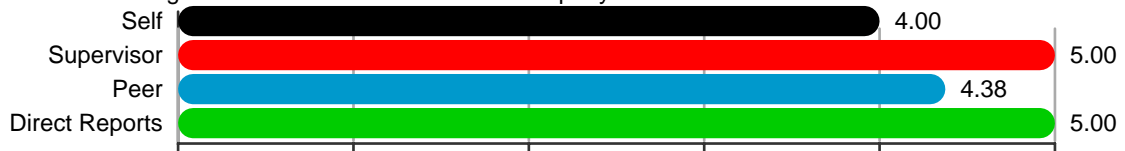| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Offers training to employees to ensure they are complying with regulations.	15	4.00	80.0	7%	13%	53%		27%
7. Is aware of the documents and reports needed to maintain compliance with regulations.	15	4.07	80.0		20%	53%		27%
8. Maintains historical records and documents as needed/required.	15	4.33	93.3	7%		47%		47%
9. Keeps up-to-date with legislation affecting employees.	15	4.47	93.3	7%		40%	53%	
10. Addresses issues quickly before they develop into major problems.	15	4.47	93.3	7%		40%	53%	

Comments:

- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- _____ is the best employee the department has employed.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- Participating in Core Competency Training has provided me with the tools to implement best practices, etc.   All of which have been well received by staff.   I also took the time to reach out to my HR Business Partner and utilize his knowledge for assistance on improving some of my weaker area's.   This opportunity is helping re-build my confidence level with staff.

Partnering/Networking

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.21
Direct Reports	4.28

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        1              2              3              4              5
      Needs                         Fully                      Excels/
    Improvement                   Proficient                 Role Model
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11. Seeks an understanding of diverse functions within the Company.

Self	4.00
Supervisor	5.00
Peer	4.38
Direct Reports	5.00

12. Collaborates with others to accomplish goals and objectives.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.40

13. Seeks to reduce institutional roadblocks to information sharing.

Self	4.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.40

14. Partners with peers to obtain influence within the Company.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	3.80

15. Forges mutually beneficial relationships between individuals with diverse backgrounds.

Self	3.00
Supervisor	2.00
Peer	3.86
Direct Reports	3.80

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        1              2              3              4              5
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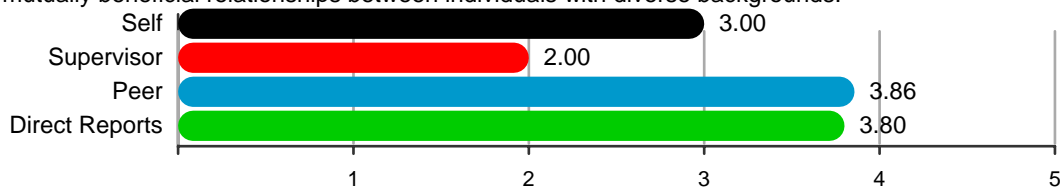
Level of Skill

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Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Seeks an understanding of diverse functions within the Company.	15	4.60	100.0		40%		60%	
12. Collaborates with others to accomplish goals and objectives.	15	4.27	100.0			73%		27%
13. Seeks to reduce institutional roadblocks to information sharing.	15	4.33	100.0			67%		33%
14. Partners with peers to obtain influence within the Company.	15	3.93	73.3		27%	53%		20%
15. Forges mutually beneficial relationships between individuals with diverse backgrounds.	14	3.64	57.1	14%	29%	36%		21%

Comments:
- _____ has been very supportive as a supervisor.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- 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.

Recognition

Summary Scores
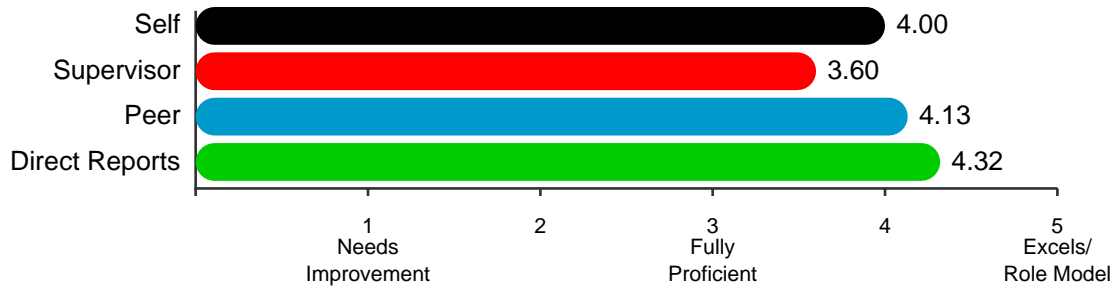
16. Reinforces and rewards employees for accomplishing necessary goals.

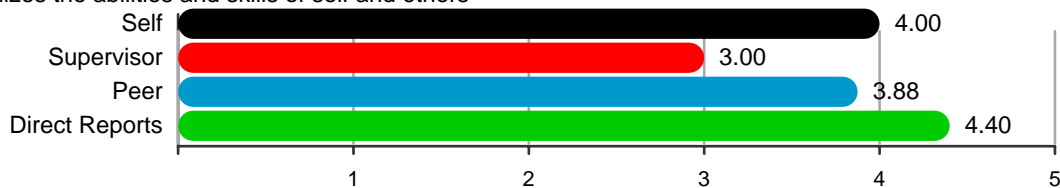## 17. Recognizes team members who offer a significant contribution to a project.

18. Makes people around them feel appreciated and valued.

19. Lets employees know when they have done well

20. Recognizes the abilities and skills of self and 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 Improvement) to green (Excels/ Role Model).
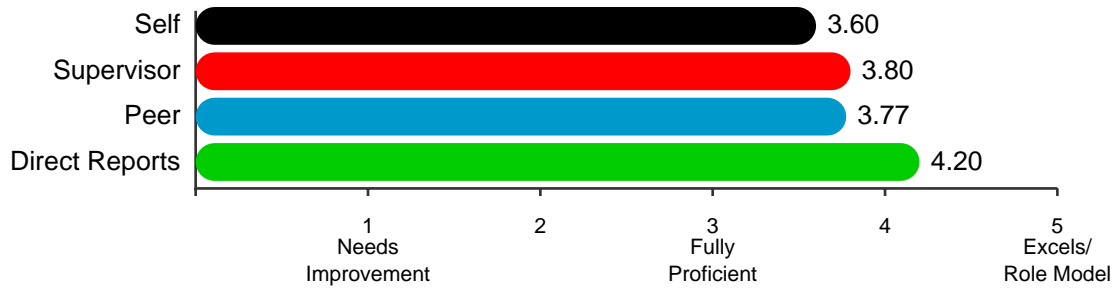
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Reinforces and rewards employees for accomplishing necessary goals.	15	4.33	86.7	13%	40%		47%
17. Recognizes team members who offer a significant contribution to a project.	15	4.27	93.3	7%	60%		33%
18. Makes people around them feel appreciated and valued.	14	4.00	92.9	7%	86%		7%
19. Lets employees know when they have done well	14	4.14	85.7	7% 7%	50%		36%
20. Recognizes the abilities and skills of self and others	15	4.00	66.7	7%	27%	27%	40%

Comments:
- _____ makes great hiring choices.   he is clear on what needs to be done.
- 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.
- He is showing more comfort in providing and receiving critical feedback.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.

Strategic Insight

Summary Scores

Self	3.60
Supervisor	3.80
Peer	3.77
Direct Reports	4.20

1 — Needs Improvement
3 — Fully Proficient
5 — Excels/ Role Model

21. Identifies potential problems before they become critical incidents.

Self	4.00
Supervisor	5.00
Peer	3.50
Direct Reports	4.60

22. Communicates vision for the department and company.

Self	3.00
Supervisor	3.00
Peer	3.75
Direct Reports	3.20

23. Identifies root causes of problems.

Self	3.00
Supervisor	3.00
Peer	3.38
Direct Reports	4.20

24. Maintains knowledge of current trends in the industry.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

25. Formulates policies and strategies for addressing the Company's important challenges.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.80
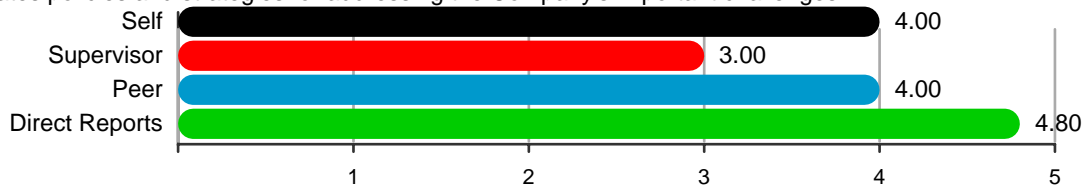
Level of Skill

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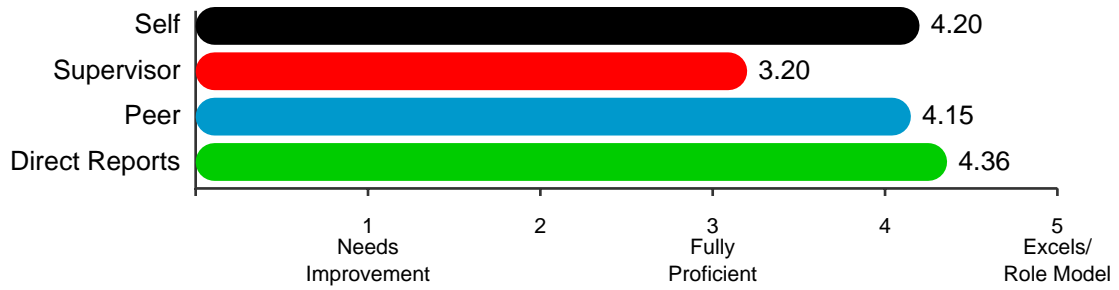
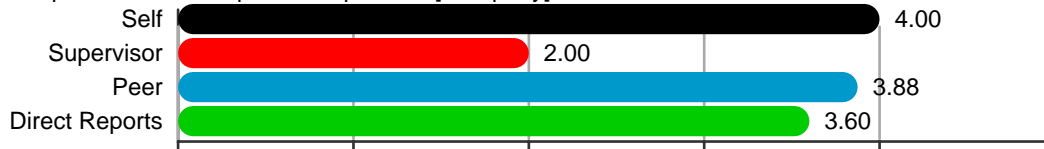| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Identifies potential problems before they become critical incidents.	15	4.00	66.7	13%	20%	20%		47%
22. Communicates vision for the department and company.	15	3.47	53.3	13%	33%		47%	7%
23. Identifies root causes of problems.	15	3.60	66.7	13%	20%		60%	7%
24. Maintains knowledge of current trends in the industry.	15	4.27	86.7	7%	7%	40%		47%
25. Formulates policies and strategies for addressing the Company's important challenges.	15	4.20	80.0	7%	13%	33%		47%

Comments:

- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- _____ is not always open to new ideas or troubleshooting issue and workflows.   He does end up willing to review situations, it just sometimes takes some time.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- He has worked hard to understand people's strengths and what they need from him.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
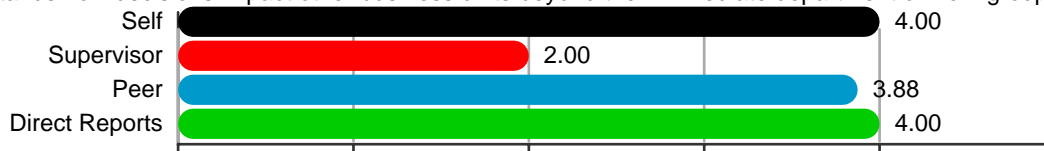
Company

Summary Scores

Self	4.20
Supervisor	3.20
Peer	4.15
Direct Reports	4.36

1 — Needs Improvement   3 — Fully Proficient   5 — Excels/Role Model

26. Impresses upon others the important aspects of [Company].

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	3.60

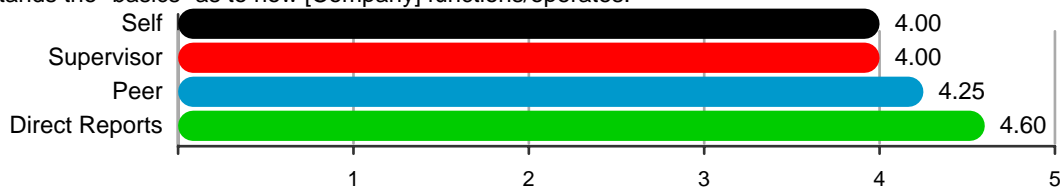27. Understands how decisions impact other business units beyond their immediate department of work group.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	4.00

28. Attends [Company] gatherings and social events.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

29. Expresses loyalty and dedication to [Company] in interactions with others.

Self	5.00
Supervisor	4.00
Peer	4.50
Direct Reports	5.00

30. Understands the "basics" as to how [Company] functions/operates.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

Level of Skill

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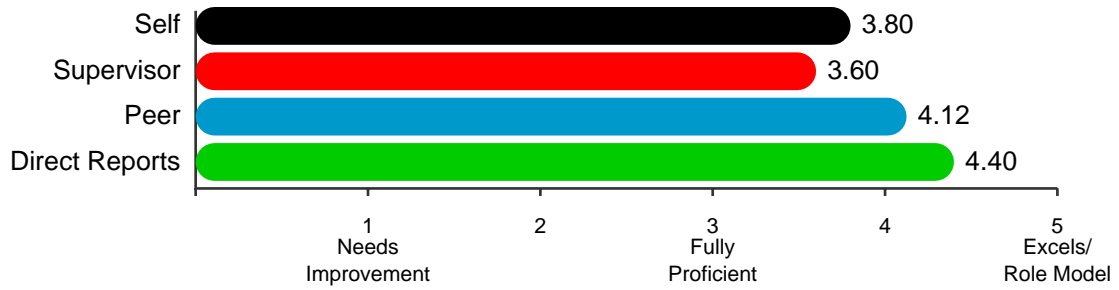
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Impresses upon others the important aspects of [Company].	15	3.67	66.7	20%	13%	47%	20%
27. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.80	73.3	20%	7%	47%	27%
28. Attends [Company] gatherings and social events.	15	4.33	86.7	13%		40%	47%
29. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.67	100.0			33%	67%
30. Understands the "basics" as to how [Company] functions/operates.	15	4.33	100.0			67%	33%

Comments:
- Communication to entire team is excellent and helps engage all staff.   _____'s visibility to his team has been very positive.
- The outcomes and expectations are not clearly defined on a regular basis.   Sometimes the expectations are vague and it's hard to get a set answer.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- I have truly appreciated his guidance.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- He encourages each staff member to understand each other and to work together in a very positive manner.

Cultural Awareness

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.12
Direct Reports	4.40

1 Needs Improvement 2 3 Fully Proficient 4 5 Excels/ Role Model

31. Shows respect in daily interactions

Self	4.00
Supervisor	3.00
Peer	4.25
Direct Reports	4.00

32. Treats others with dignity and respect.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.80

33. Recognizes and values individual and cultural differences.

Self	3.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.60

34. Fosters a diverse workforce free from discrimination and harassment.

Self	4.00
Supervisor	4.00
Peer	4.00
Direct Reports	4.40

35. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

1 2 3 4 5
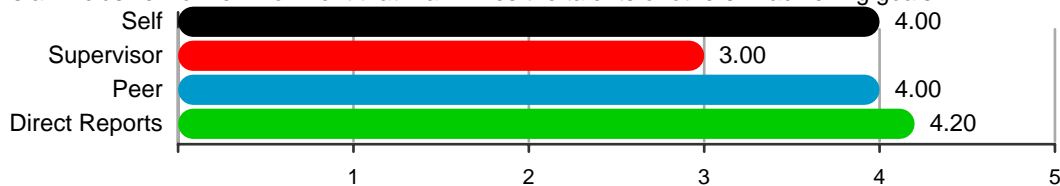
Level of Skill

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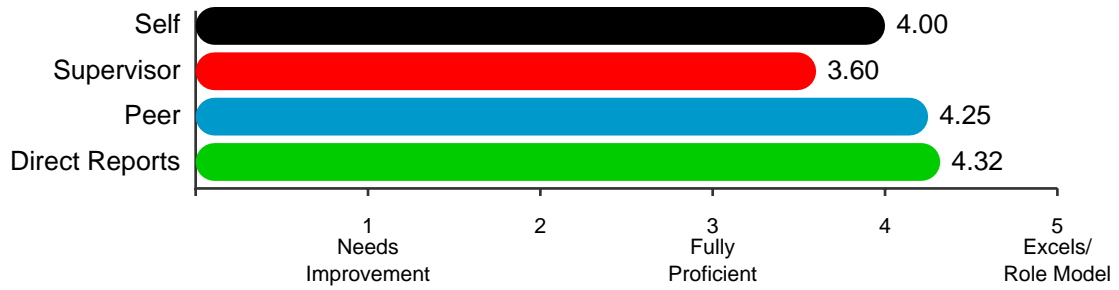
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
31. Shows respect in daily interactions	15	4.07	80.0	20%	53%			27%
32. Treats others with dignity and respect.	15	4.47	100.0	53%			47%	
33. Recognizes and values individual and cultural differences.	15	4.13	80.0	20%	47%			33%
34. Fosters a diverse workforce free from discrimination and harassment.	15	4.13	86.7	13%	60%			27%
35. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	4.00	80.0	20%	60%			20%

Comments:

- Allocates resources in advance to ensure the required work can be completed.
- _____ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- I have found that _____ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- He is determined to improve her own skillset and knowledge.   She is definitely an example is this area.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.

Global Perspective

Summary Scores

Self	4.00
Supervisor	3.60
Peer	4.25
Direct Reports	4.32

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

36. Respects individual differences.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.40

37. Demonstrates working knowledge of global transactions.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.00

38. Aligns personal vision with global strategies.

Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.20

39. Attends training seminars and conferences to increase skills in working with others globally.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.00

40. Creates an environment where individual differences are valued and supported.

Self	4.00
Supervisor	4.00
Peer	4.12
Direct Reports	5.00

1   2   3   4   5

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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Respects individual differences.	15	4.33	100.0		67%			33%
37. Demonstrates working knowledge of global transactions.	15	3.93	80.0	13%	7%	53%		27%
38. Aligns personal vision with global strategies.	15	4.27	86.7	13%	47%			40%
39. Attends training seminars and conferences to increase skills in working with others globally.	15	4.13	86.7	13%	60%			27%
40. Creates an environment where individual differences are valued and supported.	15	4.40	93.3	7%	47%			47%

Comments:
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- Loyalty. Willingness to get it right.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.

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?

- I enjoy working with _____.   I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- _____ has good knowledge and awareness of the strengths and talents within the organization.
- Attitude is there; however, follow through is lacking at times.
- _____ leads by example in each of the areas noted above.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.

What do you like best about working with this individual?

- Is self-aware of own strength and weakness.   Asking for help by adding another manager.
- I appreciate how _____ guides, supports, and direct staff.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- He has never said he was to busy for me or stated come back later. I think [CompanyName] is very lucky to have his as   a manager.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement.   He has a can do attitude when faced with projects/issues.

What do you like least about working with this individual?

- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- _____ 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.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- He's a very hard worker and always helping out when needed.
- I believe I need to give him a chance to get into his position.

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

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- His open and upbeat attitude is refreshing and contagious.   A real role model for professionalism.
- You could check for clarity in expectations more frequently.
- I think that _____ is making good strides in setting expectations through clear communication.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.

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

- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- His communication techniques are clear and to the point which is very much appreciated.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- He engages other strong leaders empowering them to excel.   He deals fairly in controversial situations striving for productive outcomes.
- Set clear expectations for others.
- I really enjoy his mentorship.

Any final comments?

- He is passionate about providing the services necessary to meet the needs of our organization.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- Cannot think of anything
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff.   My interactions with him and his team are generally separate meetings.   He presents himself well to other leaders in the organization.
- _____ is friendly to myself and other staff members.   I believe he is very knowledgeable in the role of controller.   He continues to struggle with maintaining focus on tasks, time management and meeting deadlines.   It is extremely frustrating to have to wait weeks for him to complete work needed from him.