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.
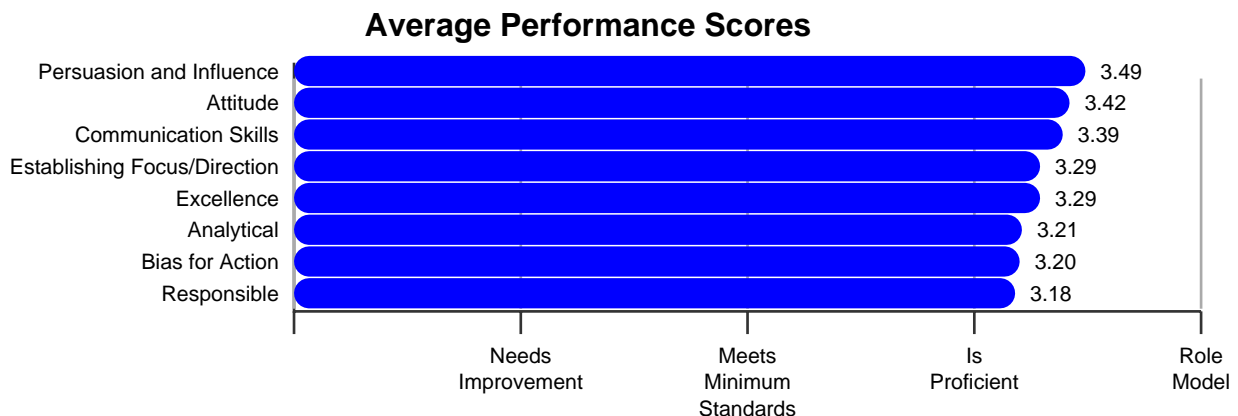
What to Do with Your Feedback

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.
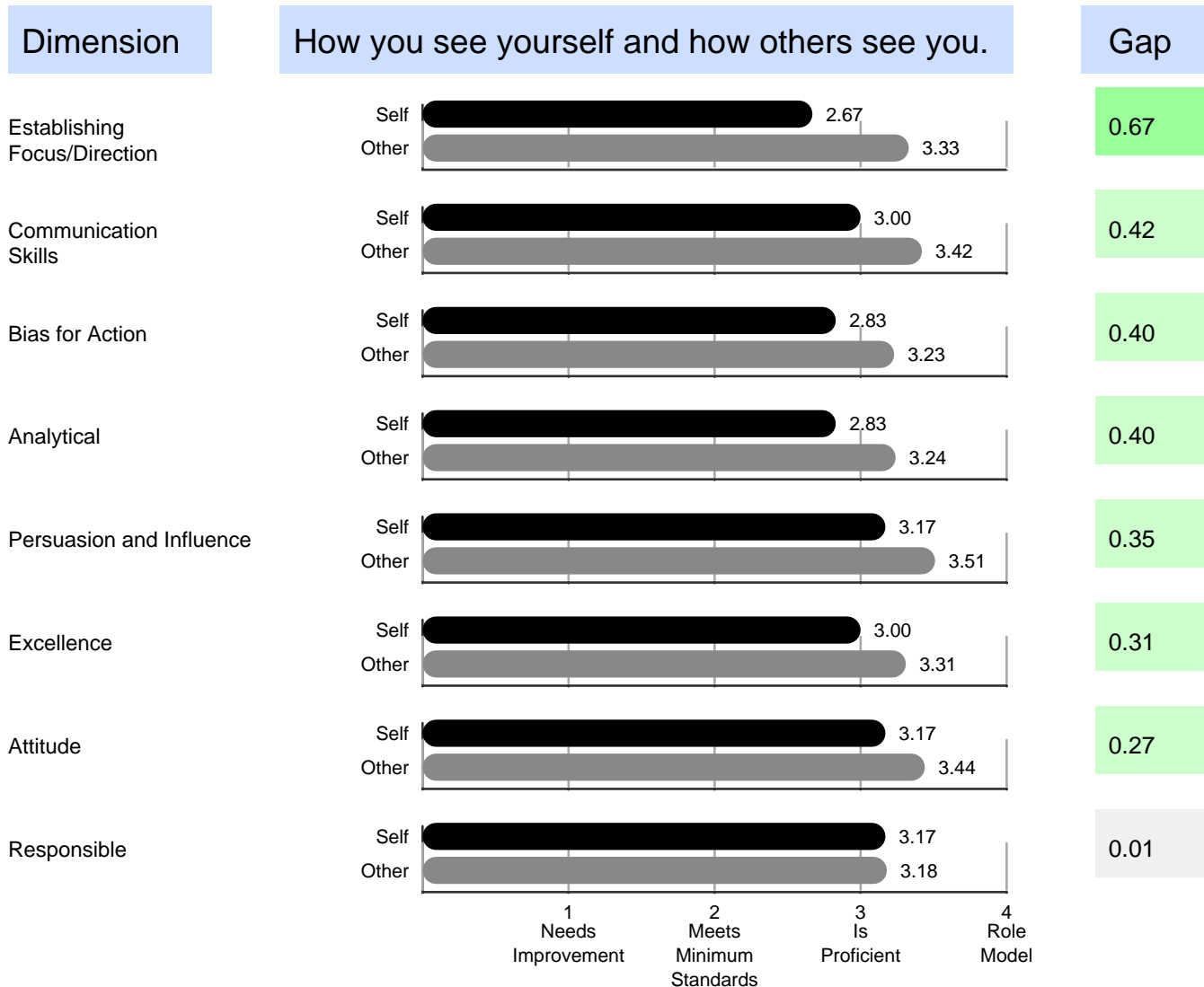
Summary

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
Persuasion and Influence	3.49
Attitude	3.42
Communication Skills	3.39
Establishing Focus/Direction	3.29
Excellence	3.29
Analytical	3.21
Bias for Action	3.20
Responsible	3.18

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — 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
Establishing Focus/Direction	Self 2.67 / Other 3.33	0.67
Communication Skills	Self 3.00 / Other 3.42	0.42
Bias for Action	Self 2.83 / Other 3.23	0.40
Analytical	Self 2.83 / Other 3.24	0.40
Persuasion and Influence	Self 3.17 / Other 3.51	0.35
Excellence	Self 3.00 / Other 3.31	0.31
Attitude	Self 3.17 / Other 3.44	0.27
Responsible	Self 3.17 / Other 3.18	0.01

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

Attitude

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Pleasant and gracious to work with.	15	3.20	93.3	7%	67%		27%
2. Shows by their actions that they trust in the positive intentions of others.	15	3.87	100.0	13%	87%		
3. Builds open and trusting relationships.	15	3.33	93.3	7%	53%		40%
4. Able to cope with changes	15	3.60	93.3	7%	27%	67%	
5. Visibly supports and encourages diversity in style and background.	15	3.33	93.3	7%	53%		40%
6. Is gracious and professional in their interactions with others.	15	3.20	93.3	7%	60%		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	
1. Pleasant and gracious to work with.	3.29	3.20	-0.09	▼
2. Shows by their actions that they trust in the positive intentions of others.	3.65	3.87	+0.22	▲
3. Builds open and trusting relationships.	3.18	3.33	+0.16	▲
4. Able to cope with changes	3.41	3.60	+0.19	▲
5. Visibly supports and encourages diversity in style and background.	3.24	3.33	+0.10	▲
6. Is gracious and professional in their interactions with others.	3.24	3.20	-0.04	▼

Comments:
- He leads by example.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results.   He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization.   He is very customer and system focused.
- Increase in confidence. Being willing to lean into the uncomfortable.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
7. Listens attentively and without interrupting to team members and customers	15	3.20	86.7	13%	53%		33%
8. An effective listener who is responsive to information needs.	15	3.40	93.3	7%	47%		47%
9. Able to demonstrate persuasiveness in pursuit of objectives.	15	3.47	93.3	7%	40%		53%
10. Communicates effectively with colleagues.	15	3.47	93.3	7%	40%		53%
11. Reports are clear and persuasive.	15	3.53	100.0		47%		53%
12. Supports communication systems recently implemented.	15	3.27	100.0		73%		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	
7. Listens attentively and without interrupting to team members and customers	3.41	3.20	-0.21	▼
8. An effective listener who is responsive to information needs.	3.24	3.40	+0.16	▲
9. Able to demonstrate persuasiveness in pursuit of objectives.	3.18	3.47	+0.29	▲
10. Communicates effectively with colleagues.	3.35	3.47	+0.11	▲
11. Reports are clear and persuasive.	3.47	3.53	+0.06	▲
12. Supports communication systems recently implemented.	3.47	3.27	-0.20	▼

Comments:
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- When dealing with HR issues my HR business partner is always involved.
- _____ has demonstrated excellent leadership and organizational qualities.   He keeps his team focused and is open to all ideas.   He certainly makes us feel included in all aspects that pertain to our department.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- I have observed that _____ has made some very good decisions with his leadership team this year.   He values his team and sets clear expectations.   He is a team player when working on projects or issues and he always responds promptly to requests for assitance.

Bias for Action

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. Completes work on time	15	3.33	100.0		67%		33%
14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.13	86.7	13%	60%		27%
15. Conveys a sense of urgency about addressing problems and opportunities	15	3.07	80.0	20%	53%		27%
16. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.40	93.3	7%	47%		47%
17. Completes a large volume of work.	15	3.27	93.3	7%	60%		33%
18. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	14	3.00	92.9	7%	79%		14%

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
13. Completes work on time	3.35	3.33	-0.02 ▼
14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.18	3.13	-0.04 ▼
15. Conveys a sense of urgency about addressing problems and opportunities	3.00	3.07	+0.07 ▲
16. Seeks and utilizes opportunities for continuous learning and self-development.	3.65	3.40	-0.25 ▼
17. Completes a large volume of work.	3.47	3.27	-0.20 ▼
18. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.12	3.00	-0.12 ▼

Comments:
- He is approachable and easy to talk to.   In every interaction he is honest, encouraging, a great listener, and very supportive.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- Good Team Player! Good decision making skills. A hard worker.
- _____ is a very effective leader and a role model for other leaders.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.

Establishing Focus/Direction

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
19. Helps guide employees with prioritizing tasks.	15	3.47	100.0		53%		47%
20. Sets appropriate goals for employees.	15	3.40	93.3	7%	47%		47%
21. Maintains focus when handling several problems or tasks simultaneously.	15	3.53	100.0		47%	53%	
22. Maintains self-control when personally criticized.	15	3.00	80.0	20%	60%		20%
23. Aligns the department's goals with the goals of the organization.	15	2.87	80.0	20%	73%		7%
24. Makes sure that employees understand and identify with the team's mission.	15	3.47	100.0		53%		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
19. Helps guide employees with prioritizing tasks.	3.59	3.47	-0.12 ▼
20. Sets appropriate goals for employees.	3.29	3.40	+0.11 ▲
21. Maintains focus when handling several problems or tasks simultaneously.	3.35	3.53	+0.18 ▲
22. Maintains self-control when personally criticized.	3.00	3.00	
23. Aligns the department's goals with the goals of the organization.	2.88	2.87	-0.02 ▼
24. Makes sure that employees understand and identify with the team's mission.	3.00	3.47	+0.47 ▲

Comments:
- Stay focused more on the agenda for meetings.
- I have observed _____ work with his staff and team on improvement activities.   He has assigned" lead people to work on projects given their strengths.   _____ does take action when there are employees who do not fit with the organization mission and values.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- He always involves others in decisions ensuring a well rounded approach.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.

Persuasion and Influence

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. Ensures stakeholders are involved in the decision making process.	15	3.67	100.0		33%		67%
26. Seeks to obtain consensus or compromise.	15	3.40	93.3	7%	47%		47%
27. Able to express own goals and needs.	15	3.33	93.3	7%	53%		40%
28. Has excellent influencing/negotiating skills.	15	3.53	100.0		47%		53%
29. Attempts to persuade others rather than simply control them.	15	3.67	100.0		33%		67%
30. Persuades others to consider alternative points of view.	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
25. Ensures stakeholders are involved in the decision making process.	3.76	3.67	-0.10 ▼
26. Seeks to obtain consensus or compromise.	3.53	3.40	-0.13 ▼
27. Able to express own goals and needs.	3.12	3.33	+0.22 ▲
28. Has excellent influencing/negotiating skills.	3.41	3.53	+0.12 ▲
29. Attempts to persuade others rather than simply control them.	3.59	3.67	+0.08 ▲
30. Persuades others to consider alternative points of view.	3.41	3.33	-0.08 ▼

Comments:
- Need to take in all opinions, not just those of employees who are not always truthful....
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- _____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- He's very good at his job, Service and relationship development are talents at which he excels.   My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions.   I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Implements a variety of data gathering techniques.	15	3.20	86.7	13%	53%		33%
32. Uses alternate tools for analysis to check the reliability of previous analyses.	15	3.40	100.0		60%		40%
33. Identifies opportunities for progress and innovation.	15	3.20	86.7	13%	53%		33%
34. Analyzes issues and reduces them to their component parts.	15	3.27	93.3	7%	60%		33%
35. Identifies the root cause of a problem.	15	3.00	80.0	20%	60%		20%
36. Identifies problems and issues needing resolution.	15	3.20	93.3	7%	67%		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
31. Implements a variety of data gathering techniques.	3.18	3.20	+0.02 ▲
32. Uses alternate tools for analysis to check the reliability of previous analyses.	3.35	3.40	+0.05 ▲
33. Identifies opportunities for progress and innovation.	3.18	3.20	+0.02 ▲
34. Analyzes issues and reduces them to their component parts.	2.88	3.27	+0.38 ▲
35. Identifies the root cause of a problem.	3.18	3.00	-0.18 ▼
36. Identifies problems and issues needing resolution.	3.18	3.20	+0.02 ▲

Comments:
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- _____ leads by example.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- Uses his people skills to change negative situations into positive.

Excellence

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. Demonstrates the functional or technical skills necessary to do their job.	15	3.27	93.3	7%	60%		33%
38. Can be counted on to add value wherever they are involved.	15	3.27	86.7	13%	47%		40%
39. Is planful and organized.	15	3.13	86.7	13%	60%		27%
40. Demonstrates the analytical skills to do their job.	15	3.40	93.3	7%	47%		47%
41. Takes a lot of pride in their work.	15	3.33	93.3	7%	53%		40%
42. Keeps themselves and others focused on constant improvement.	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	
37. Demonstrates the functional or technical skills necessary to do their job.	3.35	3.27	-0.09	▼
38. Can be counted on to add value wherever they are involved.	3.24	3.27	+0.03	▲
39. Is planful and organized.	3.59	3.13	-0.45	▼
40. Demonstrates the analytical skills to do their job.	3.29	3.40	+0.11	▲
41. Takes a lot of pride in their work.	3.29	3.33	+0.04	▲
42. Keeps themselves and others focused on constant improvement.	3.41	3.33	-0.08	▼

Comments:
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- _____ is a great leader and supports his staff.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- He is respectful of the people he works with regardless of the level in the organization.
- His quality of work is good.
- _____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.

Responsible

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. Responsible for setting the vision of the department.	15	3.13	86.7	13%	60%		27%
44. Acts as a resource without removing individual responsibility.	15	3.00	86.7	13%	73%		13%
45. Is a person you can trust.	15	3.53	100.0		47%	53%	
46. Works in a way that makes others want to work with her/him.	15	3.00	86.7	13%	73%		13%
47. Sets high personal standards of performance.	15	3.20	93.3	7%	60%	33%	
48. Sets a good example	15	3.20	93.3	7%	67%		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	
43. Responsible for setting the vision of the department.	3.35	3.13	-0.22	▼
44. Acts as a resource without removing individual responsibility.	3.18	3.00	-0.18	▼
45. Is a person you can trust.	3.35	3.53	+0.18	▲
46. Works in a way that makes others want to work with her/him.	3.24	3.00	-0.24	▼
47. Sets high personal standards of performance.	3.00	3.20	+0.20	▲
48. Sets a good example	3.18	3.20	+0.02	▲

Comments:
- Look up collaboration and you'll find _____'s picture beside the word.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- He is well respected by his peers and it is clear to see why.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.

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 have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the deptartment. and roles of various employees.   His support during this transition was extremely helpful to me.
- Great year of growth!
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- _____ is a solid performer knows his stuff.
- _____ is an extremely effective leader.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.

What do you like best about working with this individual?

- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- _____ 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.   When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement.   He has a can do attitude when faced with projects/issues.
- I value and appreciate _____ very much.
- I think he is doing really good work and I found that to be one area I could list that might help.

What do you like least about working with this individual?

- _____ has grown and proven himself to be an effective leader in the imaging department.
- He is someone that has proven he can be trusted to do what is right.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- I appreciate his helpful and cheerful outlook!
- Uses visual aids to communicate progress to your team.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.

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

- _____ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level.   His high standards for excellence are admirable and inspiring.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints.   Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occuring.
- Transparency and honesty is important early in the process.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- He is always collaborative in his approach, and makes good decisions.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.

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

- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- He has worked hard to understand people's strengths and what they need from him.
- _____ is a very effective leader and a role model for other leaders.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- _____ always stays customer and community focused.   He's also an excellent collaborator and always supportive and positive with others.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.

Any final comments?

- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- Ithink   _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals.   He has worked with many different teams over the years and the managment teams that he partners with have great respect for him and value his input.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.