

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.

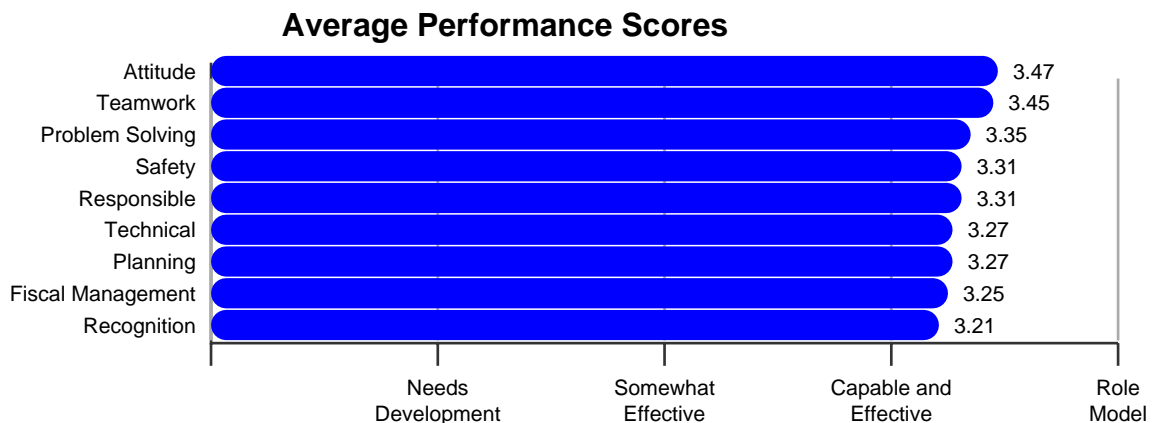
What to Do with Your Feedback

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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. You contribute to a positive and fun work environment.	15	3.20	93.3	7%	67%		27%
2. You treat all people fairly and with respect.	15	3.87	100.0	13%	87%		
3. You visibly support and encourages diversity in style and background.	15	3.33	93.3	7%	53%		40%
4. You contribute to a positive work environment.	15	3.60	93.3	7%	27%	67%	
5. You are gracious and professional in your interactions with others.	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. You contribute to a positive and fun work environment.	3.29	3.20	-0.09 ▼
2. You treat all people fairly and with respect.	3.65	3.87	+0.22 ▲
3. You visibly support and encourages diversity in style and background.	3.18	3.33	+0.16 ▲
4. You contribute to a positive work environment.	3.41	3.60	+0.19 ▲
5. You are gracious and professional in your interactions with others.	3.24	3.33	+0.10 ▲

Comments:

- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- _____ is the absolute definition of team player.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.

Problem Solving

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. You are able to solve problems at root cause rather than at symptom level.	15	3.20	93.3	7%	60%	33%	
7. You work cooperatively with others to solve problems.	15	3.20	86.7	13%	53%	33%	
8. You are effective in solving problems.	15	3.40	93.3	7%	47%	47%	
9. You are able to balance the needs of different people in a solution to a problem.	15	3.47	93.3	7%	40%	53%	
10. You identify fresh approaches and shows a willingness to question traditional assumptions.	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. You are able to solve problems at root cause rather than at symptom level.	3.24	3.20	-0.04 ▼
7. You work cooperatively with others to solve problems.	3.41	3.20	-0.21 ▼
8. You are effective in solving problems.	3.24	3.40	+0.16 ▲
9. You are able to balance the needs of different people in a solution to a problem.	3.18	3.47	+0.29 ▲
10. You identify fresh approaches and shows a willingness to question traditional assumptions.	3.35	3.47	+0.11 ▲

Comments:

- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- Appreciate _____'s calm approach
- _____ 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].
- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- His focus is for quality that is customer centered.
- _____ 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.

Technical

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. You keep current with technical advances within your professional discipline; embrace and apply new techniques and practices	15	3.53	100.0	47%	53%		
12. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.27	100.0		73%		27%
13. You demonstrate mastery of the technical competencies required in your work.	15	3.33	100.0		67%		33%
14. You know how to produce high quality products/work.	15	3.13	86.7	13%	60%		27%
15. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	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. You keep current with technical advances within your professional discipline; embrace and apply new techniques and practices	3.47	3.53	+0.06 ▲
12. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.47	3.27	-0.20 ▼
13. You demonstrate mastery of the technical competencies required in your work.	3.35	3.33	-0.02 ▼
14. You know how to produce high quality products/work.	3.18	3.13	-0.04 ▼
15. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.00	3.07	+0.07 ▲

Comments:

- He will always be able to state that he did everything he could, he gives this job his all!
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- _____ 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.
- _____ is a outstanding manager.

Safety

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. You develop a strong safety culture.	15	3.40	93.3	7%	47%	47%	
17. You are committed to safety in the workplace.	15	3.27	93.3	7%	60%	33%	
18. You participate in safety training when available.	14	3.00	92.9	7%	79%	14%	
19. You keep accurate safety records.	15	3.47	100.0		53%	47%	
20. You develop a culture of safety.	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. You develop a strong safety culture.	3.65	3.40	-0.25 ▼
17. You are committed to safety in the workplace.	3.47	3.27	-0.20 ▼
18. You participate in safety training when available.	3.12	3.00	-0.12 ▼
19. You keep accurate safety records.	3.59	3.47	-0.12 ▼
20. You develop a culture of safety.	3.29	3.40	+0.11 ▲

Comments:

- _____ is a great leader. His team has been through a lot of change. _____ is focused on building his team and helping them through the change.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- I can not say enough good things about _____.
- _____ 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.
- Outstanding leader.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. You complete assigned work tasks.	15	3.53	100.0	47%	53%		
22. You are a person others can trust.	15	3.00	80.0	20%	60%	20%	
23. You take personal responsibility for results.	15	2.87	80.0	20%	73%	7%	
24. Your behavior is ethical and honest.	15	3.47	100.0	53%	47%		
25. You act as a resource without removing individual responsibility.	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. You complete assigned work tasks.	3.35	3.53	+0.18 ▲
22. You are a person others can trust.	3.00	3.00	
23. You take personal responsibility for results.	2.88	2.87	-0.02 ▼
24. Your behavior is ethical and honest.	3.00	3.47	+0.47 ▲
25. You act as a resource without removing individual responsibility.	3.76	3.67	-0.10 ▼

Comments:

- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- He is a team player and willing to help other departments and staff when needed.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- _____ is smart, detailed and committed. I appreciate having his on our team.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. You come across as a reliable, committed team member	15	3.40	93.3	7%	47%	47%	
27. You communicate a clear message that teamwork and collaboration are expected.	15	3.33	93.3	7%	53%	40%	
28. You encourage teamwork and collaboration.	15	3.53	100.0		47%	53%	
29. You facilitate team discussions and problem-solving	15	3.67	100.0		33%	67%	
30. You coach team members	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. You come across as a reliable, committed team member	3.53	3.40	-0.13 ▼
27. You communicate a clear message that teamwork and collaboration are expected.	3.12	3.33	+0.22 ▲
28. You encourage teamwork and collaboration.	3.41	3.53	+0.12 ▲
29. You facilitate team discussions and problem-solving	3.59	3.67	+0.08 ▲
30. You coach team members	3.41	3.33	-0.08 ▼

Comments:

- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I appreciate _____'s willingness to share his knowledge with our team.
- Attitude is there; however, follow through is lacking at times.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- He is eager to learn and eager to share knowledge.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!

Recognition

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. You recognize the abilities and skills of self and others	15	3.20	86.7	13%	53%	33%	
32. You let employees know when they have done well	15	3.40	100.0		60%	40%	
33. You say "thank you" to show appreciation for work of others.	15	3.20	86.7	13%	53%	33%	
34. You offer recognition in a timely manner.	15	3.27	93.3	7%	60%	33%	
35. You make people around them feel appreciated and valued.	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. You recognize the abilities and skills of self and others	3.18	3.20	+0.02 ▲
32. You let employees know when they have done well	3.35	3.40	+0.05 ▲
33. You say "thank you" to show appreciation for work of others.	3.18	3.20	+0.02 ▲
34. You offer recognition in a timely manner.	2.88	3.27	+0.38 ▲
35. You make people around them feel appreciated and valued.	3.18	3.00	-0.18 ▼

Comments:

- _____ is a great manager to work for.
- Take charge without being pushed to do so.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Don't know where we would be without him.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.

Fiscal Management

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. You monitor spending.	15	3.20	93.3	7%	67%	27%	
37. You provide budgeting and accounting support to the Company.	15	3.27	93.3	7%	60%	33%	
38. You develop of the department's annual budget.	15	3.27	86.7	13%	47%	40%	
39. You are effective in using company's resources.	15	3.13	86.7	13%	60%	27%	
40. You ensure others follow the correct rules and regulations on fiscal matters.	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. You monitor spending.	3.18	3.20	+0.02 ▲
37. You provide budgeting and accounting support to the Company.	3.35	3.27	-0.09 ▼
38. You develop of the department's annual budget.	3.24	3.27	+0.03 ▲
39. You are effective in using company's resources.	3.59	3.13	-0.45 ▼
40. You ensure others follow the correct rules and regulations on fiscal matters.	3.29	3.40	+0.11 ▲

Comments:

- 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.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- He consistently conducts himself with professionalism and represents our unit well.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- He knows his material and obviously loves the continued learning that defines best practices.

Planning

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. You anticipate obstacles and ways to overcome them.	15	3.33	93.3	7%	53%	40%	
42. You are able to identify the needs of the department before a major change.	15	3.33	93.3	7%	53%	40%	
43. You delegate role to team members to accomplish goals.	15	3.13	86.7	13%	60%	27%	
44. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	15	3.00	86.7	13%	73%	13%	
45. You make plans and follows through.	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. You anticipate obstacles and ways to overcome them.	3.29	3.33	+0.04 ▲
42. You are able to identify the needs of the department before a major change.	3.41	3.33	-0.08 ▼
43. You delegate role to team members to accomplish goals.	3.35	3.13	-0.22 ▼
44. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	3.18	3.00	-0.18 ▼
45. You make plans and follows through.	3.35	3.53	+0.18 ▲

Comments:

- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- As mentioned above, good collaboration.
- He is a great manager and person to work for/with.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.

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 an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- _____ 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.
- he has patience.
- He works diligently with our supplier to ensure the inventory is cost effective.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- _____ is able to multitask in a variety of ways.

What do you like best about working with this individual?

- _____ 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.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.

What do you like least about working with this individual?

- 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.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- _____ teams with others to improve communication and process.
- Don't work with him enough to observe the vast majority of these items.
- _____ does an excellent job in his role.
- _____ has the ability to recognize an individual's talent and utilize their skills. He moves at a fast pace and oversees a large volume of work/projects. To accomplish this he knows he needs a top notch team.

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

- _____ is an excellent Director.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- Appreciate _____'s dedication to making the campus cleaner. Results are evident.
- I like that he challenges me.
- I love working with his and hope to continue having his as my supervisor!

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

- He is a strong leader and it will make him even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- _____ is a strong leader and passionate about his customers, staff and safety.
- Always has a positive, cheerful, and strong attitude.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- He encourages individual and professional improvement and provides educational opportunities.

Any final comments?

- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- 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).
- _____, more than most, takes what we've learned and implements changes.
- His quality of work is good.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- _____ is a great asset to the team. We are grateful to have him.