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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.

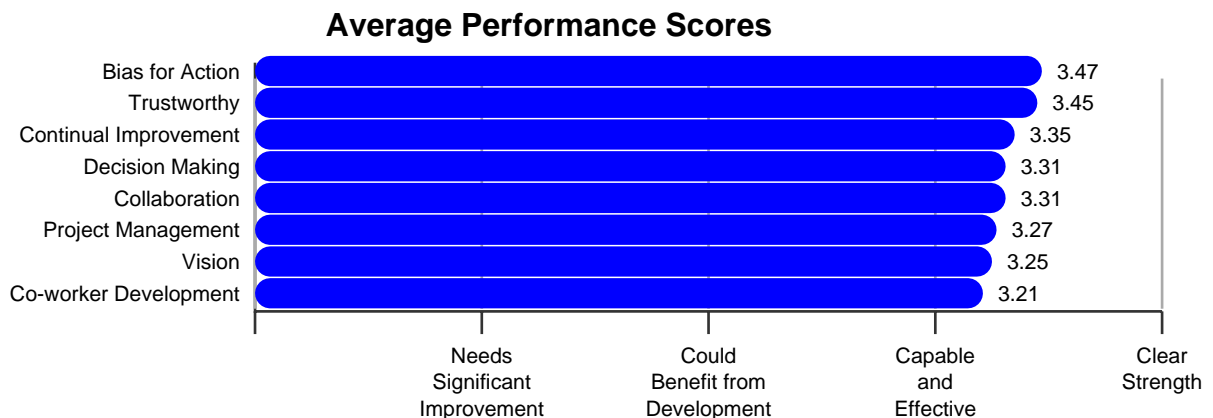
## What to Do with Your Feedback

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.



# 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.



## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You convey a sense of urgency about addressing problems and opportunities	15	3.20	93.3	7%	67%	27%	
2. You encourage risk taking and experimentation to improve performance	15	3.87	100.0	13%	87%		
3. You display high energy and enthusiasm on consistent basis.	15	3.33	93.3	7%	53%	40%	
4. You complete work on time	15	3.60	93.3	7%	27%	67%	
5. You motivate others to achieve or exceed goals	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 convey a sense of urgency about addressing problems and opportunities	3.29	3.20	-0.09 ▼
2. You encourage risk taking and experimentation to improve performance	3.65	3.87	+0.22 ▲
3. You display high energy and enthusiasm on consistent basis.	3.18	3.33	+0.16 ▲
4. You complete work on time	3.41	3.60	+0.19 ▲
5. You motivate others to achieve or exceed goals	3.24	3.33	+0.10 ▲

### Comments:

- It doesn't feel like \_\_\_'s been at her best this year. She seems disconnected from the work of her group.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- When \_\_\_ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. \_\_\_ is an engaged Leader.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- \_\_\_ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.

## Continual Improvement

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You are open to the suggestions from others.	15	3.20	93.3	7%	60%	33%	
7. You look for ways to improve work processes and procedures.	15	3.20	86.7	13%	53%	33%	
8. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.40	93.3	7%	47%	47%	
9. You promote training and development opportunities to enhance job performance.	15	3.47	93.3	7%	40%	53%	
10. You look for ways to expand current job responsibilities.	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 open to the suggestions from others.	3.24	3.20	-0.04 ▼
7. You look for ways to improve work processes and procedures.	3.41	3.20	-0.21 ▼
8. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.24	3.40	+0.16 ▲
9. You promote training and development opportunities to enhance job performance.	3.18	3.47	+0.29 ▲
10. You look for ways to expand current job responsibilities.	3.35	3.47	+0.11 ▲

### Comments:

- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with \_\_\_\_, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- \_\_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- 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.
- Dependability, with whatever is needed.
- Always steps up if help is needed.

# Project 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You are able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.53	100.0	47%	53%		
12. You organize, plan, and direct resources to accomplish the goals and objectives.	15	3.27	100.0	73%	27%		
13. You develop performance measures for various aspects of the project.	15	3.33	100.0	67%	33%		
14. You organize work and sets priorities as needed.	15	3.13	86.7	13%	60%	27%	
15. You maintain costs and expenses within budget limits.	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 are able to adjust project schedule as needed to accommodate unforeseen issues.	3.47	3.53	+0.06 ▲
12. You organize, plan, and direct resources to accomplish the goals and objectives.	3.47	3.27	-0.20 ▼
13. You develop performance measures for various aspects of the project.	3.35	3.33	-0.02 ▼
14. You organize work and sets priorities as needed.	3.18	3.13	-0.04 ▼
15. You maintain costs and expenses within budget limits.	3.00	3.07	+0.07 ▲

### Comments:

- She will sit down with all parties involved before she makes a decision.
- She listens to the team.
- Outstanding leader.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- She encourages teammates more as a peer than a coach.
- We have made improvements in our documentation and have decreased duplicate reporting.

## Decision Making

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You do not lose sight of the big picture when making decisions	15	3.40	93.3	7%	47%	47%	
17. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.27	93.3	7%	60%	33%	
18. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	14	3.00	92.9	7%	79%	14%	
19. You seek input from key people who should be involved in, or will be affected by, decisions	15	3.47	100.0		53%	47%	
20. You are able to make decisions quickly.	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 do not lose sight of the big picture when making decisions	3.65	3.40	-0.25 ▼
17. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	3.47	3.27	-0.20 ▼
18. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.12	3.00	-0.12 ▼
19. You seek input from key people who should be involved in, or will be affected by, decisions	3.59	3.47	-0.12 ▼
20. You are able to make decisions quickly.	3.29	3.40	+0.11 ▲

### Comments:

- I really enjoy working with \_\_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- Is reliable and keeps the team focused on the delivery of outcomes.
- \_\_\_\_\_ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Whenever I go to \_\_\_\_\_ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- When dealing with HR issues my HR business partner is always involved.

## Collaboration

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You readily share information with other group members.	15	3.53	100.0	47%	53%		
22. You build consensus among partners.	15	3.00	80.0	20%	60%	20%	
23. You make decisions with other members of the group.	15	2.87	80.0	20%	73%	7%	
24. You work cooperatively with others to solve problems.	15	3.47	100.0	53%	47%		
25. You work with others to resolve issues facing the company.	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 readily share information with other group members.	3.35	3.53	+0.18 ▲
22. You build consensus among partners.	3.00	3.00	
23. You make decisions with other members of the group.	2.88	2.87	-0.02 ▼
24. You work cooperatively with others to solve problems.	3.00	3.47	+0.47 ▲
25. You work with others to resolve issues facing the company.	3.76	3.67	-0.10 ▼

#### Comments:

- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- \_\_\_ has done tremendous work this past year in the Finance team.
- She had done amazingly well considering all of the global threats to the product line.
- \_\_\_ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- \_\_\_ sets high standards for her team and ensures they perform professionally.
- \_\_\_ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.



# 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You take care to maintain confidential information.	15	3.40	93.3	7%	47%	47%	
27. You consistently keep commitments.	15	3.33	93.3	7%	53%	40%	
28. You communicate an understanding of the other person's interests, needs and concerns.	15	3.53	100.0		47%	53%	
29. You are a person others can count on.	15	3.67	100.0		33%	67%	
30. You deliver on promises made.	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 take care to maintain confidential information.	3.53	3.40	-0.13 ▼
27. You consistently keep commitments.	3.12	3.33	+0.22 ▲
28. You communicate an understanding of the other person's interests, needs and concerns.	3.41	3.53	+0.12 ▲
29. You are a person others can count on.	3.59	3.67	+0.08 ▲
30. You deliver on promises made.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- \_\_\_ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_ has confidence that the work will be done well.
- She has been and is a mentor for me.
- More opportunities to share knowledge with the team.
- \_\_\_ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- \_\_\_ is a strong advocate for both the customer and staff.

## Co-worker Development

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.20	86.7	13%	53%	33%	
32. You provide ongoing feedback to co-workers on your development progress	15	3.40	100.0		60%	40%	
33. You give others development opportunities through project assignments and increased job responsibilities	15	3.20	86.7	13%	53%	33%	
34. You work to identify root causes of performance problems	15	3.27	93.3	7%	60%	33%	
35. You set and clearly communicate expectations, performance goals, and measurements to others	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 adapt coaching and mentoring approach to meet the style or needs of individuals	3.18	3.20	+0.02 ▲
32. You provide ongoing feedback to co-workers on your development progress	3.35	3.40	+0.05 ▲
33. You give others development opportunities through project assignments and increased job responsibilities	3.18	3.20	+0.02 ▲
34. You work to identify root causes of performance problems	2.88	3.27	+0.38 ▲
35. You set and clearly communicate expectations, performance goals, and measurements to others	3.18	3.00	-0.18 ▼

### Comments:

- Increase in confidence. Being willing to lean into the uncomfortable.
- \_\_\_ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- \_\_\_ is a tremendous leader in our organization.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- She correctly sets limits, and expectations of her managers.

## Vision

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You create a common vision for others.	15	3.20	93.3	7%	67%	27%	
37. You communicate the vision and strategy of [Company]	15	3.27	93.3	7%	60%	33%	
38. You lead employees in new directions.	15	3.27	86.7	13%	47%	40%	
39. You behave in a way that is consistent with business values & code of conduct	15	3.13	86.7	13%	60%	27%	
40. You work to support the strategy of [Company]	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 create a common vision for others.	3.18	3.20	+0.02 ▲
37. You communicate the vision and strategy of [Company]	3.35	3.27	-0.09 ▼
38. You lead employees in new directions.	3.24	3.27	+0.03 ▲
39. You behave in a way that is consistent with business values & code of conduct	3.59	3.13	-0.45 ▼
40. You work to support the strategy of [Company]	3.29	3.40	+0.11 ▲

### Comments:

- She often involves her team in decision making and to determine how to achieve outcomes.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- Her focus is for quality that is customer centered.
- \_\_\_ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- She has grown as a manager in the last few months and it shows.

## 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?

- Seek feedback from everyone at least once a month to assist in growing relationship.
- I have worked with \_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- \_\_\_ takes the time to understand her team and the strengths that each team member brings to the organization.
- Having had minimal interaction with \_\_\_'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- \_\_\_ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.

### What do you like best about working with this individual?

- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- \_\_\_ is a very solid manager who meets or exceeds expectations of her role.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- \_\_\_ has excellent communication skills with both staff and her management team.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- \_\_\_ continually devotes her attention to opportunities for process improvement and professional growth.

### What do you like least about working with this individual?

- \_\_\_ takes pride in her department. Her follow through is excellent. \_\_\_ leads by example.
- she understands where our opportunities for savings in the employee benefits plan may be.
- I have found that when \_\_\_ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- \_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- I have found that \_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.

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

- Our department continues to have a very low loss rate.
- Has the experience needed.
- \_\_\_ teams with others to improve communication and process.
- \_\_\_'s office staff each have their own personalities and she effectively communicates with all of them.
- It has been a wonderful having \_\_\_ as our manager so far, the future looks brighter!
- \_\_\_ is excellent at providing positive feedback in the moment while in meetings.

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

- She is the only manager in the department to help us when we are short.
- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She has worked hard to understand people's strengths and what they need from her.
- She is an exceptionally effective communicator which enables her visions to be more easily carried out.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.

### Any final comments?

- \_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- Don't be afraid to ask questions when stuck on a task.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- As noted in the comments above, \_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_ has done with this but needs to be addressed and improved.