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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.

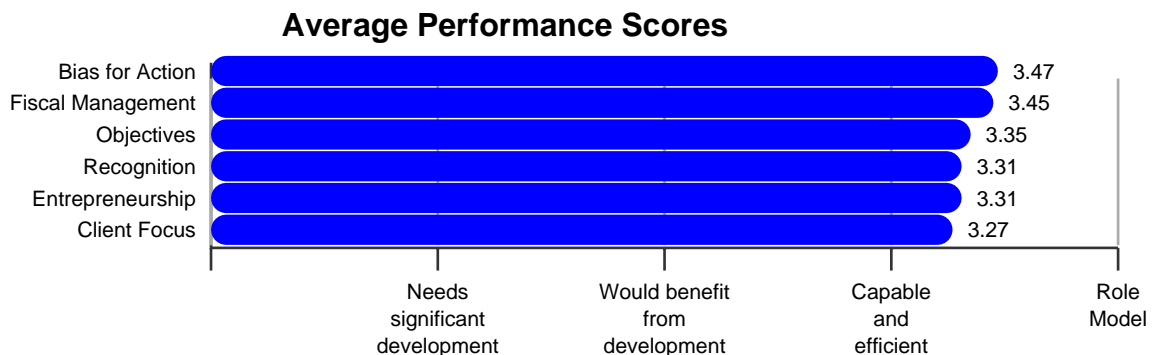
## What to Do with Your Feedback

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

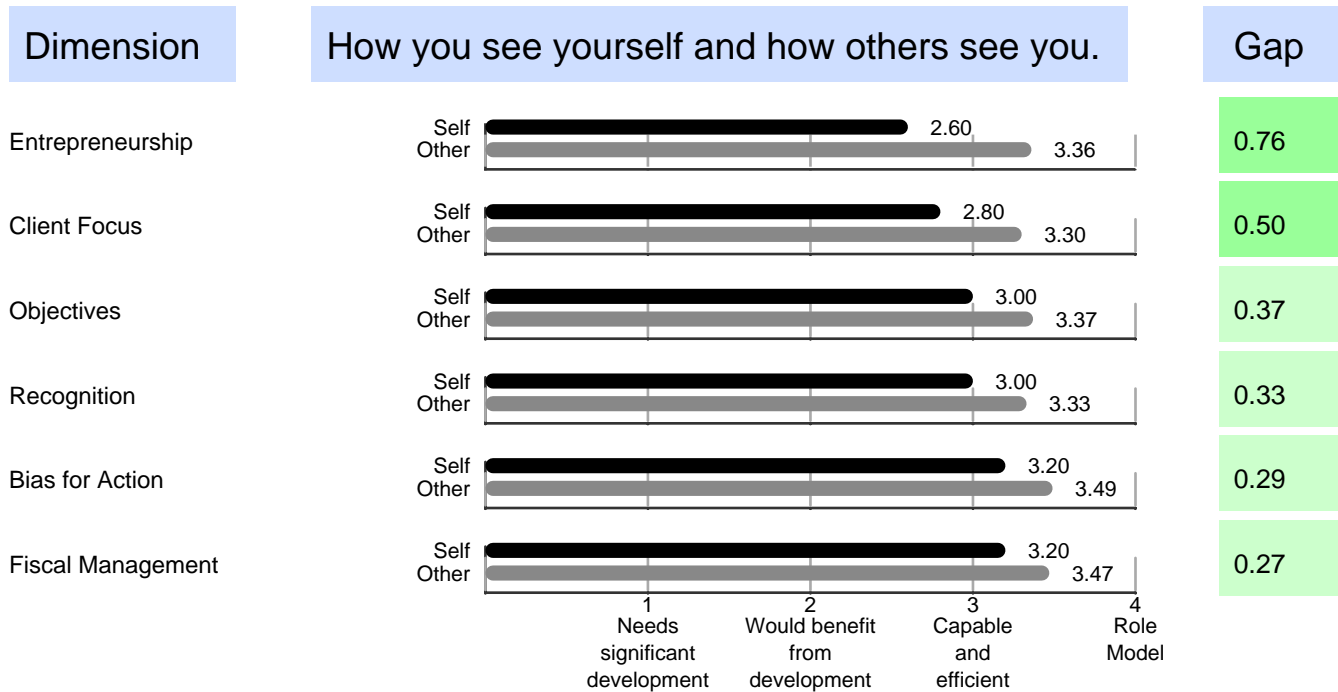
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Displays high energy and enthusiasm on consistent basis.	15	3.20	93.3	7%	67%		27%
2. Conveys a sense of urgency about addressing problems and opportunities	15	3.87	100.0	13%	87%		
3. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.33	93.3	7%	53%		40%
4. Completes work on time	15	3.60	93.3	7%	27%	67%	
5. Encourages risk taking and experimentation to improve performance	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. Displays high energy and enthusiasm on consistent basis.	3.29	3.20	-0.09 ▼
2. Conveys a sense of urgency about addressing problems and opportunities	3.65	3.87	+0.22 ▲
3. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.18	3.33	+0.16 ▲
4. Completes work on time	3.41	3.60	+0.19 ▲
5. Encourages risk taking and experimentation to improve performance	3.24	3.33	+0.10 ▲

#### Comments:

- [EmployeeName] At all times involved not only the employee but different perspectives in his/her work, so important in our role, to understand the customer's perspectives.

## Objectives

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Works toward achieving established goals and objectives.	15	3.20	93.3	7%	60%		33%
7. Encourages me to take on greater responsibility.	15	3.20	86.7	13%	53%		33%
8. Consistently provides me with timely feedback for improving my performance.	15	3.40	93.3	7%	47%		47%
9. Ability to establish realistic goals.	15	3.47	93.3	7%	40%		53%
10. Effectively organizes resources and plans	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. Works toward achieving established goals and objectives.	3.24	3.20	-0.04 ▼
7. Encourages me to take on greater responsibility.	3.41	3.20	-0.21 ▼
8. Consistently provides me with timely feedback for improving my performance.	3.24	3.40	+0.16 ▲
9. Ability to establish realistic goals.	3.18	3.47	+0.29 ▲
10. Effectively organizes resources and plans	3.35	3.47	+0.11 ▲

#### Comments:

- [EmployeeName] can help us all by setting that expectation as we work as teams and in 1 on 1's.

## Client Focus

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Is pro-active in dealing with clients and addressing their needs.	15	3.53	100.0	47%	53%		
12. Forms strong client relationships	15	3.27	100.0	73%	27%		
13. Ensures client commitments and requirements are met or exceeded	15	3.33	100.0	67%	33%		
14. Maintains strong relationships with clients.	15	3.13	86.7	13%	60%	27%	
15. Satisfies client needs.	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. Is pro-active in dealing with clients and addressing their needs.	3.47	3.53	+0.06 ▲
12. Forms strong client relationships	3.47	3.27	-0.20 ▼
13. Ensures client commitments and requirements are met or exceeded	3.35	3.33	-0.02 ▼
14. Maintains strong relationships with clients.	3.18	3.13	-0.04 ▼
15. Satisfies client needs.	3.00	3.07	+0.07 ▲

#### Comments:

- \_\_\_\_\_ knowledge of what's needed to take us to the next level (designation) is to be commended.
- [EmployeeName] collaborates well with other departments and managers.

## 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Compliments other people when they do good work	15	3.40	93.3	7%	47%	47%	
17. Offers recognition in a timely manner.	15	3.27	93.3	7%	60%	33%	
18. Recognizes individuals for a specific outstanding achievement.	14	3.00	92.9	7%	79%	14%	
19. Readily shares credit and gives others opportunity for visibility.	15	3.47	100.0		53%	47%	
20. Recognizes the abilities and skills of self and others	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. Compliments other people when they do good work	3.65	3.40	-0.25 ▼
17. Offers recognition in a timely manner.	3.47	3.27	-0.20 ▼
18. Recognizes individuals for a specific outstanding achievement.	3.12	3.00	-0.12 ▼
19. Readily shares credit and gives others opportunity for visibility.	3.59	3.47	-0.12 ▼
20. Recognizes the abilities and skills of self and others	3.29	3.40	+0.11 ▲

## Entrepreneurship

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Encourages risk taking for developing potential business opportunities.	15	3.53	100.0	47%	53%		
22. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.00	80.0	20%	60%	20%	
23. Finds unique ways to go around barriers to success.	15	2.87	80.0	20%	73%	7%	
24. Excellent at managing relationships with stakeholders.	15	3.47	100.0	53%	47%		
25. Balances risks and rewards when making decisions.	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. Encourages risk taking for developing potential business opportunities.	3.35	3.53	+0.18 ▲
22. Devotes a certain amount of time and effort to developing new business opportunities.	3.00	3.00	
23. Finds unique ways to go around barriers to success.	2.88	2.87	-0.02 ▼
24. Excellent at managing relationships with stakeholders.	3.00	3.47	+0.47 ▲
25. Balances risks and rewards when making decisions.	3.76	3.67	-0.10 ▼



## 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Develops budgets and plans for various programs and initiatives.	15	3.40	93.3	7%	47%	47%	
27. Monitors spending.	15	3.33	93.3	7%	53%	40%	
28. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.53	100.0		47%	53%	
29. Develops of the department's annual budget.	15	3.67	100.0		33%	67%	
30. Provides budgeting and accounting support to the Company.	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. Develops budgets and plans for various programs and initiatives.	3.53	3.40	-0.13 ▼
27. Monitors spending.	3.12	3.33	+0.22 ▲
28. Ensures others follow the correct rules and regulations on fiscal matters.	3.41	3.53	+0.12 ▲
29. Develops of the department's annual budget.	3.59	3.67	+0.08 ▲
30. Provides budgeting and accounting support to the Company.	3.41	3.33	-0.08 ▼

## 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?

- [EmployeeName] consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- \_\_\_\_\_ provides the appropriate amount of direction without being too hands-off or overbearing.
- At times I feel that [EmployeeName] presents things in meetings that \_\_\_\_\_'s not well-versed in. I would encourage him/her to be very familiar with the items he/she's presenting as his/her credibility, at times, suffers when he/she attempts to address something in meetings in his/her area that he/she's not well versed in.
- [EmployeeName] always engaged his/her staff and ensured he/she obtained everyone's ideas and opinions before moving forward on a project. [EmployeeName] invests in the projects he/she leds and follows them through to completion. [EmployeeName] always maintains a focus on the customers and how we as an organization can best serve our customers.
- Provide feedback to everyone on the team as feedback is available.
- Provides opportunities for more staff to grow professionally and encourages them.

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

- [EmployeeName] continues to be a wonderful boss and mentor.
- His relaxed attitude.
- Definitely goes out of \_\_\_\_\_ way to involve the entire office in decisions that will affect us all.
- [EmployeeName] always makes decisions based on what is best for the department or organization.
- Always available to help whenever assistance is needed.
- [EmployeeName] pulls from the strengths of each of his/her staff. He/She utilizes them to the benefit of the department and to empower his/her employees to stay engaged and feel valued.

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

- [EmployeeName] needs to delegate more effectively.
- \_\_\_\_\_ pushes me to be more involved in committees, such as the customer satisfaction committee.
- Not enough patience.
- Nothing.
- [EmployeeName] is a visionary, has a lot of experience and knows what is happening in marketing which is a benefit to the department and to the organization.

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

- [EmployeeName] demonstrates daily his/her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- [EmployeeName] remains visible and accessible when needed and he/she's always prompt to respond to email and phone messages.
- I admire \_\_\_\_\_ ability to see the big picture (both within our walls and outside our walls).
- [EmployeeName] always stays customer and community focused. He/She's also an excellent collaborator and always supportive and positive with others.
- Willingness to take on task that are outside the scope of her duties.
- [EmployeeName] is a wonderful partner to work with. He/She has been consistently responsive to issues or requests from my team.

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

- [EmployeeName] does a good job of mentoring and developing his/her team and capitalizing on the talent of each individual.
- I honestly can't think of anything.
- Needs to analyze all situations before making a decision.
- Provide quicker updates regarding the ERC for transparency.
- [EmployeeName] needs to be able to multitask in a variety of ways.

### Any final comments?

- [EmployeeName] does a great job investigating an issue thinking it through before taking action.
- [EmployeeName] seems to have good knowledge and awareness of the strengths and talents of \_\_\_\_\_ staff (as well as their weaknesses).
- [EmployeeName] appears engaged, focused on improvement, and bettering the organization. He/She collaborates with other leaders and his/her staff to drive increases in service and efficiency. I feel like my team's needs are met and [EmployeeName] will respond to any escalation request or need for strategic planning positively and effectively.
- [EmployeeName] is always professional during interactions with staff.