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.
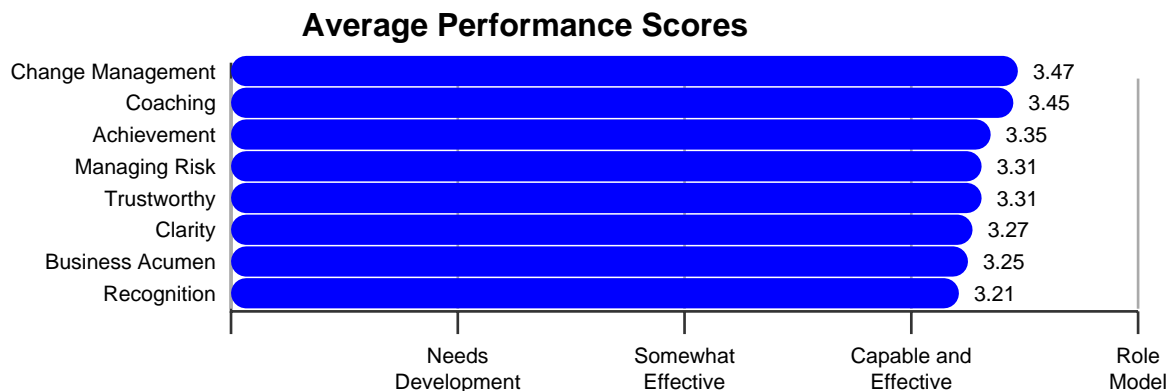
What to Do with Your Feedback

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.
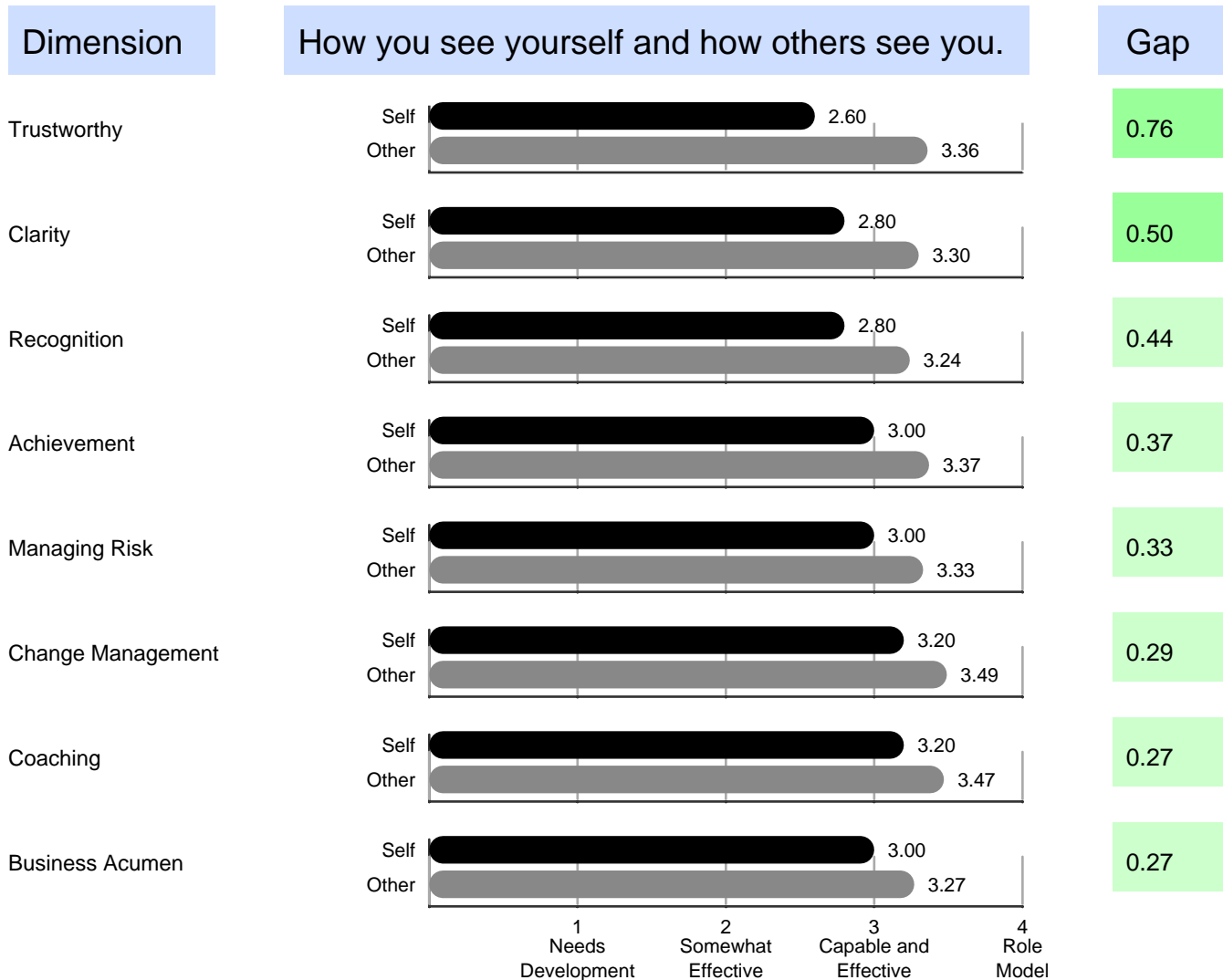
Summary

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
Change Management	3.47
Coaching	3.45
Achievement	3.35
Managing Risk	3.31
Trustworthy	3.31
Clarity	3.27
Business Acumen	3.25
Recognition	3.21

Scale: Needs Development — Somewhat Effective — Capable and Effective — 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
Trustworthy	Self 2.60 / Other 3.36	0.76
Clarity	Self 2.80 / Other 3.30	0.50
Recognition	Self 2.80 / Other 3.24	0.44
Achievement	Self 3.00 / Other 3.37	0.37
Managing Risk	Self 3.00 / Other 3.33	0.33
Change Management	Self 3.20 / Other 3.49	0.29
Coaching	Self 3.20 / Other 3.47	0.27
Business Acumen	Self 3.00 / Other 3.27	0.27

1 Needs Development　　2 Somewhat Effective　　3 Capable and Effective　　4 Role Model

Change 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
1. Assists others in understanding changes to the organization.	15	3.20	93.3	7%	67%		27%
2. Supports the Company's efforts to implement changes.	15	3.87	100.0	13%		87%	
3. Works cooperatively with others to implement changes.	15	3.33	93.3	7%	53%	40%	
4. Supports new initiatives for organizational changes to improve effectiveness.	15	3.60	93.3	7%	27%	67%	
5. Addresses organizational and departmental resistance to changes.	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. Assists others in understanding changes to the organization.	3.29	3.20	-0.09	▼
2. Supports the Company's efforts to implement changes.	3.65	3.87	+0.22	▲
3. Works cooperatively with others to implement changes.	3.18	3.33	+0.16	▲
4. Supports new initiatives for organizational changes to improve effectiveness.	3.41	3.60	+0.19	▲
5. Addresses organizational and departmental resistance to changes.	3.24	3.33	+0.10	▲

Comments:
- ___ is a great partner in Systems Implementation.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- ___ takes people where they want to go and pushes them to be their own success.
- I have enjoyed working with ___ and will miss her support and direction.
- ___ teams with others to improve communication and process.
- ___ is a great asset to the team. We are grateful to have her.

Achievement

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. Uses established goals and performance measures to keep track of performance.	15	3.20	93.3	7%	60%		33%
7. Establishes Specific Measurable Achievable Realistic and Timed (SMART) goals.	15	3.20	86.7	13%	53%		33%
8. Is results oriented.	15	3.40	93.3	7%	47%		47%
9. Works at a quick pace to complete a high volume of work.	15	3.47	93.3	7%	40%		53%
10. Completes work promptly and efficiently.	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. Uses established goals and performance measures to keep track of performance.	3.24	3.20	-0.04 ▼
7. Establishes Specific Measurable Achievable Realistic and Timed (SMART) goals.	3.41	3.20	-0.21 ▼
8. Is results oriented.	3.24	3.40	+0.16 ▲
9. Works at a quick pace to complete a high volume of work.	3.18	3.47	+0.29 ▲
10. Completes work promptly and efficiently.	3.35	3.47	+0.11 ▲

Comments:
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- ___ encourages our staff to strive to be the best that we can be.
- ___ is great about approaching and including staff input with decision making within the department.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- ___ is a great asset to the team. We are grateful to have her.

Clarity

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. Clarifies problems and their causes to help employees correct them.	15	3.53	100.0		47%	53%	
12. Seeks to reduce ambiguity in messaging and documents.	15	3.27	100.0		73%	27%	
13. Checks details thoroughly.	15	3.33	100.0		67%	33%	
14. Avoids stating unclear or conflicting goals.	15	3.13	86.7	13%	60%	27%	
15. Uses appropriate grammar and tense in communications.	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. Clarifies problems and their causes to help employees correct them.	3.47	3.53	+0.06 ▲
12. Seeks to reduce ambiguity in messaging and documents.	3.47	3.27	-0.20 ▼
13. Checks details thoroughly.	3.35	3.33	-0.02 ▼
14. Avoids stating unclear or conflicting goals.	3.18	3.13	-0.04 ▼
15. Uses appropriate grammar and tense in communications.	3.00	3.07	+0.07 ▲

Comments:
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- Employees were not encouraged to do anything besides come to work.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- Is a fantastic source of feedback and growth development.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.

Managing Risk

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. Is aware of the financial implications of certain risks.	15	3.40	93.3	7%	47%		47%
17. Implements changes to reduce the chances of critical incidents in the future.	15	3.27	93.3	7%	60%		33%
18. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	14	3.00	92.9	7%	79%		14%
19. Develops appropriate strategies to minimize risks.	15	3.47	100.0		53%		47%
20. Performs a risk analysis as needed.	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. Is aware of the financial implications of certain risks.	3.65	3.40	-0.25	▼
17. Implements changes to reduce the chances of critical incidents in the future.	3.47	3.27	-0.20	▼
18. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	3.12	3.00	-0.12	▼
19. Develops appropriate strategies to minimize risks.	3.59	3.47	-0.12	▼
20. Performs a risk analysis as needed.	3.29	3.40	+0.11	▲

Comments:
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- ___ is a team player and effective in her role.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- She has been a great addition to the company.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- Sometimes the desired outcomes and expectations are not clearly communicated.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Builds and maintains the trust of others.	15	3.53	100.0			47%	53%
22. Demonstrates congruence between statements and actions.	15	3.00	80.0	20%	60%		20%
23. Delivers on promises made.	15	2.87	80.0	20%	73%		7%
24. Communicates an understanding of the other person's interests, needs and concerns.	15	3.47	100.0		53%	47%	
25. Consistently keeps commitments.	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. Builds and maintains the trust of others.	3.35	3.53	+0.18 ▲
22. Demonstrates congruence between statements and actions.	3.00	3.00	
23. Delivers on promises made.	2.88	2.87	-0.02 ▼
24. Communicates an understanding of the other person's interests, needs and concerns.	3.00	3.47	+0.47 ▲
25. Consistently keeps commitments.	3.76	3.67	-0.10 ▼

Comments:
- She sometimes comes off as confused about organizational/operational direction.
- 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 appreciate ___'s reputation in the community and her advocation for the programs and initiatives implemented here at [CompanyName].
- I feel confident as if she treats us all as equals.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.

Coaching

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. Provides clear, motivating, and constructive feedback.	15	3.40	93.3	7%	47%	47%	
27. Addresses employee behavior problems effectively.	15	3.33	93.3	7%	53%	40%	
28. Develops the skills and capabilities of others.	15	3.53	100.0		47%	53%	
29. Helps employees to understand responsibilities, authority, and expectations.	15	3.67	100.0		33%	67%	
30. Coaches employees in how to strengthen knowledge and skills to improve work performance.	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. Provides clear, motivating, and constructive feedback.	3.53	3.40	-0.13 ▼
27. Addresses employee behavior problems effectively.	3.12	3.33	+0.22 ▲
28. Develops the skills and capabilities of others.	3.41	3.53	+0.12 ▲
29. Helps employees to understand responsibilities, authority, and expectations.	3.59	3.67	+0.08 ▲
30. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.41	3.33	-0.08 ▼

Comments:
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- ___ does not always follow through with things (ordering equipment).
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- She is showing more comfort in providing and receiving critical feedback.
- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.

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. Recognizes team members who offer a significant contribution to a project.	15	3.20	86.7	13%	53%		33%
32. Reinforces and rewards employees for accomplishing necessary goals.	15	3.40	100.0		60%		40%
33. Says "thank you" to show appreciation for work of others.	15	3.20	86.7	13%	53%		33%
34. Makes people around them feel appreciated and valued.	15	3.27	93.3	7%	60%		33%
35. Recognizes individuals for a specific outstanding achievement.	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. Recognizes team members who offer a significant contribution to a project.	3.18	3.20	+0.02 ▲
32. Reinforces and rewards employees for accomplishing necessary goals.	3.35	3.40	+0.05 ▲
33. Says "thank you" to show appreciation for work of others.	3.18	3.20	+0.02 ▲
34. Makes people around them feel appreciated and valued.	2.88	3.27	+0.38 ▲
35. Recognizes individuals for a specific outstanding achievement.	3.18	3.00	-0.18 ▼

Comments:

- She has worked hard to understand people's strengths and what they need from her.
- ___ is a valuable resource to the organization and the team.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff.   My interactions with her and her team are generally separate meetings.   She presents herself well to other leaders in the organization.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.

Business Acumen

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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	67%		27%
37. Applies the knowledge of work processes to influence the achievement of business goals	15	3.27	93.3	7%	60%		33%
38. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.27	86.7	13%	47%	40%	
39. Considers impact of actions on other areas of the organization.	15	3.13	86.7	13%	60%		27%
40. Able to align resources to meet the business needs of the 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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.18	3.20	+0.02 ▲
37. Applies the knowledge of work processes to influence the achievement of business goals	3.35	3.27	-0.09 ▼
38. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.24	3.27	+0.03 ▲
39. Considers impact of actions on other areas of the organization.	3.59	3.13	-0.45 ▼
40. Able to align resources to meet the business needs of the company.	3.29	3.40	+0.11 ▲

Comments:

- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- I will always welcome ___'s direct, honest, caring feedback.

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?

- ___ exceeds in above in all she does.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- Outstanding leader.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- Closes off discussions with action plans.

What do you like best about working with this individual?

- ___ 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, she always ensures there is a purpose behind the work that's being accomplished.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- ___'s dedication and leadership in the management development program is evident.
- ___ is able to problem solve very well.
- She is a strength that supports department morale and work flow.

What do you like least about working with this individual?

- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- ___ is great about approaching and including staff input with decision making within the department.
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- She is a great teammate!
- ___ is professional, collaborative. . .a great team member.
- ___ is a steady leader who maintains her objectivity during stressful times.

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

- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- Good Team Player! Good decision making skills. A hard worker.
- She had done amazingly well considering all of the global threats to the product line.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Need to continue to take action when needed, although have improved. . .

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

- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me.   If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me.   I find this to be very valuable.
- She is a joy to work for.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- Have persistence and tenacity
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.

Any final comments?

- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- You can always count on ___ to respond to emails and telephone calls and follow through with committments.
- She is a strong leader and it will make her even stronger to listen to her employees.   I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.