



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.

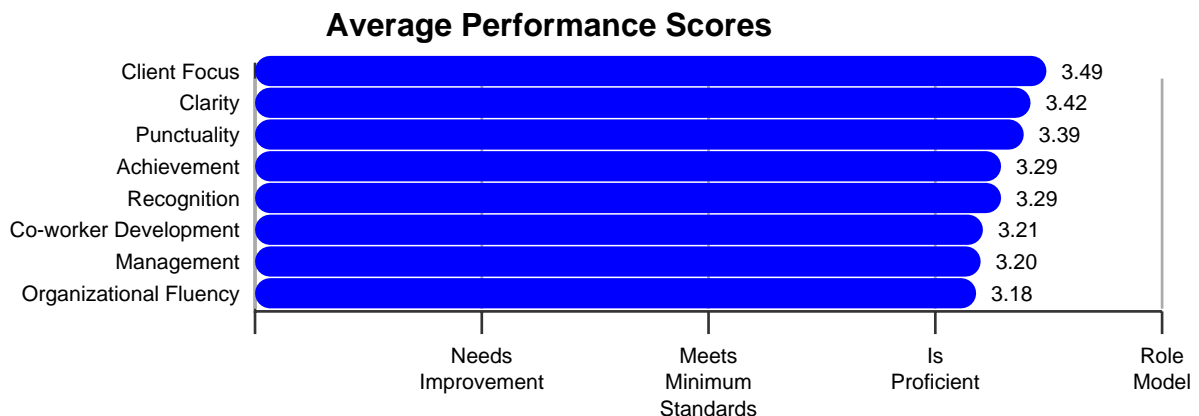
What to Do with Your Feedback

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

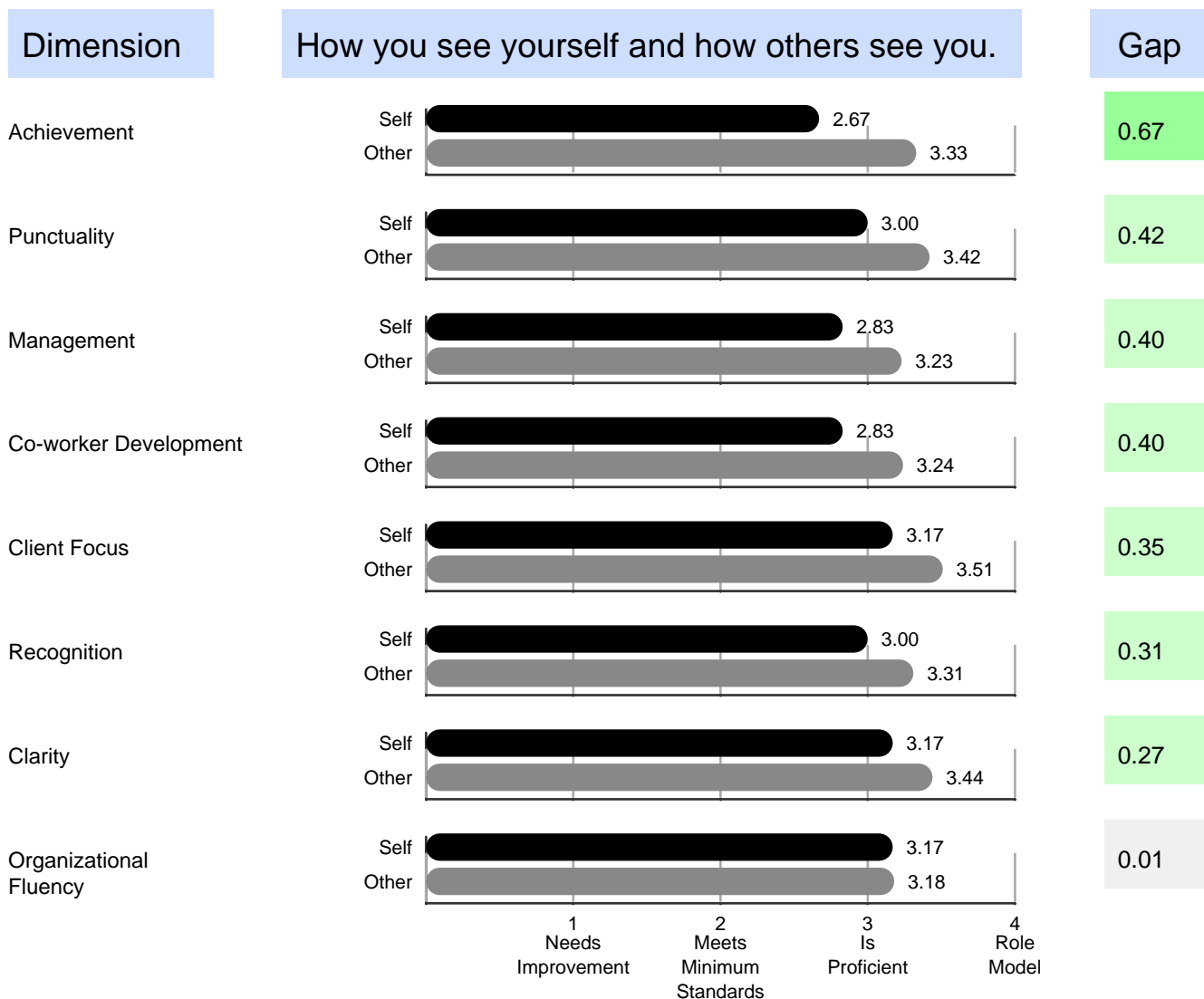
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Checks details thoroughly.	15	3.20	93.3	7%	67%		27%
2. Communicates with clarity and efficiency.	15	3.87	100.0	13%	87%		
3. Clarifies problems and their causes to help employees correct them.	15	3.33	93.3	7%	53%		40%
4. Seeks to reduce ambiguity in messaging and documents.	15	3.60	93.3	7%	27%	67%	
5. Is clear about goals that need to be achieved.	15	3.33	93.3	7%	53%		40%
6. Writes clear job descriptions for positions in the organization.	15	3.20	93.3	7%	60%		33%

Time Comparisons by Item

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

Item	2022	2023	Change
1. Checks details thoroughly.	3.29	3.20	-0.09 ▼
2. Communicates with clarity and efficiency.	3.65	3.87	+0.22 ▲
3. Clarifies problems and their causes to help employees correct them.	3.18	3.33	+0.16 ▲
4. Seeks to reduce ambiguity in messaging and documents.	3.41	3.60	+0.19 ▲
5. Is clear about goals that need to be achieved.	3.24	3.33	+0.10 ▲
6. Writes clear job descriptions for positions in the organization.	3.24	3.20	-0.04 ▼

Comments:

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- 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.
- He has really filled the role of interim manager for the department well.
- _____ has a clear process for hiring which has aided his in building an amazing team.
- He provided coaching and support to improve this individual's performance.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!

Punctuality

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
7. Invoices clients on a timely basis.	15	3.20	86.7	13%	53%	33%	
8. Starts meetings on time.	15	3.40	93.3	7%	47%	47%	
9. Responds to requests for information in a timely manner.	15	3.47	93.3	7%	40%	53%	
10. Conducts appointments at scheduled start time.	15	3.47	93.3	7%	40%	53%	
11. Maintains an efficient schedule of activities.	15	3.53	100.0		47%	53%	
12. Avoids making personal phone calls during working hours.	15	3.27	100.0		73%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
7. Invoices clients on a timely basis.	3.41	3.20	-0.21 ▼
8. Starts meetings on time.	3.24	3.40	+0.16 ▲
9. Responds to requests for information in a timely manner.	3.18	3.47	+0.29 ▲
10. Conducts appointments at scheduled start time.	3.35	3.47	+0.11 ▲
11. Maintains an efficient schedule of activities.	3.47	3.53	+0.06 ▲
12. Avoids making personal phone calls during working hours.	3.47	3.27	-0.20 ▼

Comments:

- I can not say enough good things about _____ he has been an asset to our department from day one.
- He has been a great addition to the company.
- _____'s dedication and leadership in the management development program is evident.
- _____ has an impressive vision for the company.
- _____ analyzes all situations before making a decision.
- You can count on _____ to be honest and stay true to commitments.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. Keep staff informed about what is happening in the company	15	3.33	100.0		67%		33%
14. Takes responsibility for things that go wrong	15	3.13	86.7	13%	60%		27%
15. Delegate tasks effectively	15	3.07	80.0	20%	53%		27%
16. Makes you feel enthusiastic about your work	15	3.40	93.3	7%	47%		47%
17. Sets an example for others to follow	15	3.27	93.3	7%	60%		33%
18. Is ready to offer help	14	3.00	92.9	7%	79%		14%

Time Comparisons by Item

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

Item	2022	2023	Change
13. Keep staff informed about what is happening in the company	3.35	3.33	-0.02 ▼
14. Takes responsibility for things that go wrong	3.18	3.13	-0.04 ▼
15. Delegate tasks effectively	3.00	3.07	+0.07 ▲
16. Makes you feel enthusiastic about your work	3.65	3.40	-0.25 ▼
17. Sets an example for others to follow	3.47	3.27	-0.20 ▼
18. Is ready to offer help	3.12	3.00	-0.12 ▼

Comments:

- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- Willingness to help, patience in teaching.
- He makes me feel like an important and valued team member.
- He is always collaborative in his approach, and makes good decisions.
- _____ is an extremely effective leader.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
19. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.47	100.0		53%	47%	
20. Completes work promptly and efficiently.	15	3.40	93.3	7%	47%	47%	
21. Accepts setbacks and challenges as improvement opportunities	15	3.53	100.0		47%	53%	
22. Takes calculated risks.	15	3.00	80.0	20%	60%		20%
23. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	2.87	80.0	20%	73%		7%
24. Uses established goals and performance measures to keep track of performance.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
19. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	3.59	3.47	-0.12 ▼
20. Completes work promptly and efficiently.	3.29	3.40	+0.11 ▲
21. Accepts setbacks and challenges as improvement opportunities	3.35	3.53	+0.18 ▲
22. Takes calculated risks.	3.00	3.00	
23. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	2.88	2.87	-0.02 ▼
24. Uses established goals and performance measures to keep track of performance.	3.00	3.47	+0.47 ▲

Comments:

- There is apprehension with all the changes, but still a lot of engagement and positivity.
- In one word I can summarize _____ in leadership skill. WOW!
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- 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 his expectations are clear, his communication is superb and there is a lot to learn from him.
- Collaboration and dissemination of information and projects is something _____ does well.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. Is pro-active in dealing with clients and addressing their needs.	15	3.67	100.0	33%	67%		
26. Ensures client commitments and requirements are met or exceeded	15	3.40	93.3	7%	47%	47%	
27. Maintains strong relationships with clients.	15	3.33	93.3	7%	53%	40%	
28. Satisfies client needs.	15	3.53	100.0	47%	53%		
29. Looks for opportunities that have a positive impact on Clients.	15	3.67	100.0	33%	67%		
30. Obtains feedback to ensure client needs are being met.	15	3.33	100.0	67%	33%		

Time Comparisons by Item

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

Item	2022	2023	Change
25. Is pro-active in dealing with clients and addressing their needs.	3.76	3.67	-0.10 ▼
26. Ensures client commitments and requirements are met or exceeded	3.53	3.40	-0.13 ▼
27. Maintains strong relationships with clients.	3.12	3.33	+0.22 ▲
28. Satisfies client needs.	3.41	3.53	+0.12 ▲
29. Looks for opportunities that have a positive impact on Clients.	3.59	3.67	+0.08 ▲
30. Obtains feedback to ensure client needs are being met.	3.41	3.33	-0.08 ▼

Comments:

- He communicates clearly, and is always willing to listen attentively.
- He is determined to find the answer to any problem or obstacle in his way.
- Provides reinforcement and feedback within the context of the overall business strategy.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Provides ongoing feedback to co-workers on their development progress	15	3.20	86.7	13%	53%	33%	
32. Works to identify root causes of performance problems	15	3.40	100.0		60%	40%	
33. Provides access to development resources for co-workers	15	3.20	86.7	13%	53%	33%	
34. Monitors and assesses the performance levels of individuals and team, measuring them against targets	15	3.27	93.3	7%	60%	33%	
35. Takes immediate action on poor performance	15	3.00	80.0	20%	60%	20%	
36. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
31. Provides ongoing feedback to co-workers on their development progress	3.18	3.20	+0.02 ▲
32. Works to identify root causes of performance problems	3.35	3.40	+0.05 ▲
33. Provides access to development resources for co-workers	3.18	3.20	+0.02 ▲
34. Monitors and assesses the performance levels of individuals and team, measuring them against targets	2.88	3.27	+0.38 ▲
35. Takes immediate action on poor performance	3.18	3.00	-0.18 ▼
36. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.18	3.20	+0.02 ▲

Comments:

- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- I cannot say if he challenges others.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. Finds opportunities to recognize others.	15	3.27	93.3	7%	60%	33%	
38. Compliments other people when they do good work	15	3.27	86.7	13%	47%	40%	
39. Offers recognition in a timely manner.	15	3.13	86.7	13%	60%	27%	
40. Recognizes individuals for a specific outstanding achievement.	15	3.40	93.3	7%	47%	47%	
41. Recognizes team members who offer a significant contribution to a project.	15	3.33	93.3	7%	53%	40%	
42. Says "thank you" to show appreciation for work of 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
37. Finds opportunities to recognize others.	3.35	3.27	-0.09 ▼
38. Compliments other people when they do good work	3.24	3.27	+0.03 ▲
39. Offers recognition in a timely manner.	3.59	3.13	-0.45 ▼
40. Recognizes individuals for a specific outstanding achievement.	3.29	3.40	+0.11 ▲
41. Recognizes team members who offer a significant contribution to a project.	3.29	3.33	+0.04 ▲
42. Says "thank you" to show appreciation for work of others.	3.41	3.33	-0.08 ▼

Comments:

- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- I appreciate _____'s willingness to share his knowledge with our team.

Organizational Fluency

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. Able to deal with sensitive issues with tact and professionalism.	15	3.13	86.7	13%	60%	27%	
44. Understands the current organizational culture.	15	3.00	86.7	13%	73%	13%	
45. Effective in communicating with others within the organization.	15	3.53	100.0		47%	53%	
46. Understands departmental policies and procedures.	15	3.00	86.7	13%	73%	13%	
47. Gets things done through the department.	15	3.20	93.3	7%	60%	33%	
48. Able to explain departmental policies and procedures to others.	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
43. Able to deal with sensitive issues with tact and professionalism.	3.35	3.13	-0.22 ▼
44. Understands the current organizational culture.	3.18	3.00	-0.18 ▼
45. Effective in communicating with others within the organization.	3.35	3.53	+0.18 ▲
46. Understands departmental policies and procedures.	3.24	3.00	-0.24 ▼
47. Gets things done through the department.	3.00	3.20	+0.20 ▲
48. Able to explain departmental policies and procedures to others.	3.18	3.20	+0.02 ▲

Comments:

- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- _____ works to keep up but a lot of new concepts.
- _____ is a tremendous leader in our organization.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.

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?

- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- Willingness to help, patience in teaching.
- _____ 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.

What do you like best about working with this individual?

- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- _____ is a valuable resource to the organization and the team.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.

What do you like least about working with this individual?

- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- I look forward to learning and improving with his and the other members in the division.
- He communicates clearly and responds to request without unnecessary delay.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.

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

- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- I enjoy working with _____ very much.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- He is always available to listen, lend a hand, or guide the staff when needed.
- I appreciate his helpful and cheerful outlook!
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.

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

- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- _____ not only values and listens to his staff he also gives them the support they need.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- _____'s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.

Any final comments?

- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+