

Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

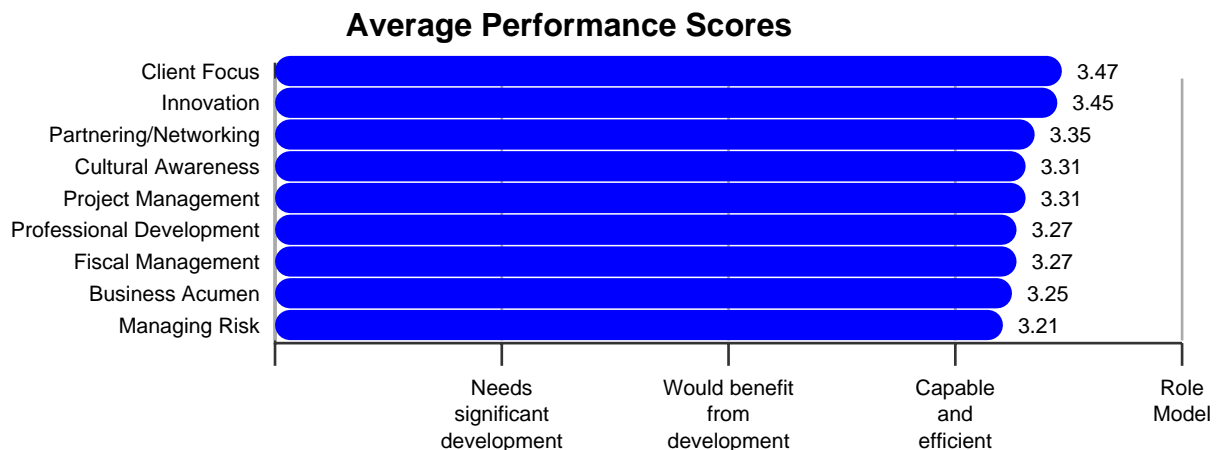
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

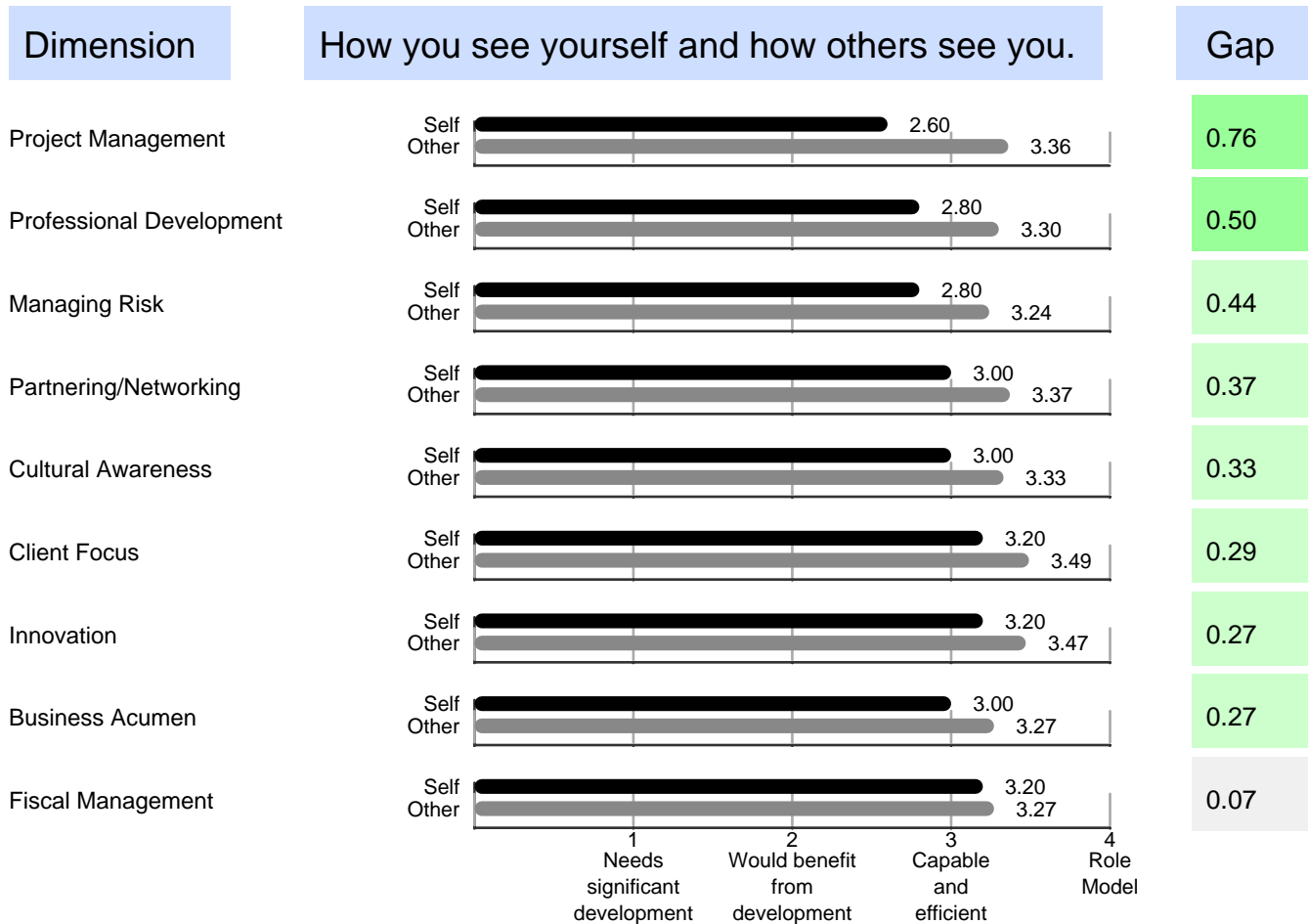
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



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
1. Forms strong client relationships	15	3.20	93.3	7%	67%		27%
2. Obtains feedback to ensure client needs are being met.	15	3.87	100.0	13%	87%		
3. Is pro-active in dealing with clients and addressing their needs.	15	3.33	93.3	7%	53%		40%
4. Satisfies client needs.	15	3.60	93.3	7%	27%	67%	
5. Maintains strong relationships with clients.	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. Forms strong client relationships	3.29	3.20	-0.09 ▼
2. Obtains feedback to ensure client needs are being met.	3.65	3.87	+0.22 ▲
3. Is pro-active in dealing with clients and addressing their needs.	3.18	3.33	+0.16 ▲
4. Satisfies client needs.	3.41	3.60	+0.19 ▲
5. Maintains strong relationships with clients.	3.24	3.33	+0.10 ▲

Comments:

- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the constant side of it.
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- He is a great teammate.

Partnering/Networking

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. Partners with peers to obtain influence within the Company.	15	3.20	93.3	7%	60%		33%
7. Creates value within the Company by building networks.	15	3.20	86.7	13%	53%		33%
8. Seeks to reduce institutional roadblocks to information sharing.	15	3.40	93.3	7%	47%		47%
9. Maintains infrastructure to support partnerships and networks.	15	3.47	93.3	7%	40%		53%
10. Supports a partnering/networking culture.	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. Partners with peers to obtain influence within the Company.	3.24	3.20	-0.04 ▼
7. Creates value within the Company by building networks.	3.41	3.20	-0.21 ▼
8. Seeks to reduce institutional roadblocks to information sharing.	3.24	3.40	+0.16 ▲
9. Maintains infrastructure to support partnerships and networks.	3.18	3.47	+0.29 ▲
10. Supports a partnering/networking culture.	3.35	3.47	+0.11 ▲

Comments:

- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Detail oriented
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- He challenges me every day to be my best and I appreciate that.
- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.

Professional 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Encourages employees to take courses relevant to their job.	15	3.53	100.0	47%	53%		
12. Allows employees to fully participate in employee training and professional development.	15	3.27	100.0	73%	27%		
13. Seeks opportunities for continuous learning.	15	3.33	100.0	67%	33%		
14. Keep themselves up-to-date of technical/professional issues	15	3.13	86.7	13%	60%	27%	
15. Quickly acquire and apply new knowledge and skills when needed	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. Encourages employees to take courses relevant to their job.	3.47	3.53	+0.06 ▲
12. Allows employees to fully participate in employee training and professional development.	3.47	3.27	-0.20 ▼
13. Seeks opportunities for continuous learning.	3.35	3.33	-0.02 ▼
14. Keep themselves up-to-date of technical/professional issues	3.18	3.13	-0.04 ▼
15. Quickly acquire and apply new knowledge and skills when needed	3.00	3.07	+0.07 ▲

Comments:

- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- I have enjoyed working with _____ and will miss his support and direction.
- Our department continues to have a very low loss rate.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.

Cultural Awareness

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. Fosters a diverse workforce free from discrimination and harassment.	15	3.40	93.3	7%	47%	47%	
17. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.27	93.3	7%	60%	33%	
18. Respects others regardless of age, race, gender, nationality, or disability.	14	3.00	92.9	7%	79%	14%	
19. Treats others with dignity and respect.	15	3.47	100.0		53%	47%	
20. Seeks out different viewpoints and benefits from different perspectives.	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. Fosters a diverse workforce free from discrimination and harassment.	3.65	3.40	-0.25 ▼
17. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.47	3.27	-0.20 ▼
18. Respects others regardless of age, race, gender, nationality, or disability.	3.12	3.00	-0.12 ▼
19. Treats others with dignity and respect.	3.59	3.47	-0.12 ▼
20. Seeks out different viewpoints and benefits from different perspectives.	3.29	3.40	+0.11 ▲

Comments:

- _____ is very approachable and always willing to listen.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- Always steps up if help is needed.
- He has deep technical expertise in a number of areas of human resource management.
- He is always looking to and listening to the staff for their and needs.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.53	100.0	47%	53%		
22. Works with customers and clients to assess their needs and define project parameters.	15	3.00	80.0	20%	60%	20%	
23. Develops action items, workplans, timelines, and criteria for projects.	15	2.87	80.0	20%	73%	7%	
24. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.47	100.0	53%	47%		
25. Maintains costs and expenses within budget limits.	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. Able to adjust project schedule as needed to accommodate unforeseen issues.	3.35	3.53	+0.18 ▲
22. Works with customers and clients to assess their needs and define project parameters.	3.00	3.00	
23. Develops action items, workplans, timelines, and criteria for projects.	2.88	2.87	-0.02 ▼
24. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.00	3.47	+0.47 ▲
25. Maintains costs and expenses within budget limits.	3.76	3.67	-0.10 ▼

Comments:

- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- 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.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.

Innovation

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. Solves problems with insight and understanding.	15	3.40	93.3	7%	47%	47%	
27. Creates a safe environment for idea-sharing.	15	3.33	93.3	7%	53%	40%	
28. Challenges current procedures to develop other alternatives.	15	3.53	100.0		47%	53%	
29. Suggests new ideas at meetings.	15	3.67	100.0	33%		67%	
30. Offers constructive improvements to existing systems.	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. Solves problems with insight and understanding.	3.53	3.40	-0.13 ▼
27. Creates a safe environment for idea-sharing.	3.12	3.33	+0.22 ▲
28. Challenges current procedures to develop other alternatives.	3.41	3.53	+0.12 ▲
29. Suggests new ideas at meetings.	3.59	3.67	+0.08 ▲
30. Offers constructive improvements to existing systems.	3.41	3.33	-0.08 ▼

Comments:

- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- He is such a model for leaders throughout our organization.
- Attitude is there; however, follow through is lacking at times.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Works within constraints of the organization.	15	3.20	86.7	13%	53%	33%	
32. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	3.40	100.0		60%	40%	
33. Tracks and monitors incidents that may increase the risk of adverse consequences.	15	3.20	86.7	13%	53%	33%	
34. Seeks to retain the best and brightest employees.	15	3.27	93.3	7%	60%	33%	
35. Seeks to increase safety in the workplace.	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. Works within constraints of the organization.	3.18	3.20	+0.02 ▲
32. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	3.35	3.40	+0.05 ▲
33. Tracks and monitors incidents that may increase the risk of adverse consequences.	3.18	3.20	+0.02 ▲
34. Seeks to retain the best and brightest employees.	2.88	3.27	+0.38 ▲
35. Seeks to increase safety in the workplace.	3.18	3.00	-0.18 ▼

Comments:

- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- Provide and solicit more frequent feedback.
- He has been and is a mentor for me.
- He is always looking to and listening to the staff for their and needs.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Considers impact of actions on other areas of the organization.	15	3.20	93.3	7%	67%		27%
37. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.27	93.3	7%	60%		33%
38. Asks the 'right' questions to size up or evaluate situations.	15	3.27	86.7	13%	47%		40%
39. Understands complex issues and problems.	15	3.13	86.7	13%	60%		27%
40. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	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. Considers impact of actions on other areas of the organization.	3.18	3.20	+0.02 ▲
37. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.35	3.27	-0.09 ▼
38. Asks the 'right' questions to size up or evaluate situations.	3.24	3.27	+0.03 ▲
39. Understands complex issues and problems.	3.59	3.13	-0.45 ▼
40. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.29	3.40	+0.11 ▲

Comments:

- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- Need to continue to engage staff in team development and role clarification.
- It has been a wonderful having _____ as our manager so far, the future looks brighter!
- Always approachable no matter how busy he is.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.

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
41. Effective in using Company's resources.	15	3.33	93.3	7%	53%	40%	
42. Develops budgets and plans for various programs and initiatives.	15	3.33	93.3	7%	53%	40%	
43. Monitors expenses and verifies the need for items purchased.	15	3.13	86.7	13%	60%	27%	
44. Keeps excellent records for financial transparency.	15	3.00	86.7	13%	73%	13%	
45. Monitors spending.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. Effective in using Company's resources.	3.29	3.33	+0.04 ▲
42. Develops budgets and plans for various programs and initiatives.	3.41	3.33	-0.08 ▼
43. Monitors expenses and verifies the need for items purchased.	3.35	3.13	-0.22 ▼
44. Keeps excellent records for financial transparency.	3.18	3.00	-0.18 ▼
45. Monitors spending.	3.35	3.53	+0.18 ▲

Comments:

- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- _____ is collaborative in everything he does and inspires a collaborative approach in others.
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- I appreciate his helpful and cheerful outlook!
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.

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?

- He also has always been thankful for any help that I have given his.
- Good leadership style.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.

What do you like best about working with this individual?

- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- He will always be able to state that he did everything he could, he gives this job his all!
- Good leadership style.
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.

What do you like least about working with this individual?

- I do very much appreciate that _____ will support me in a decision when needed.
- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. _____ is always open and is a great collaborator.
- He has taken his team to the next level.
- He could improve with a take charge attitude.
- 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.
- I appreciate his commitment in this area.

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

- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- _____ does not beat around the bush nor does he have hidden agendas.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- He consistently involves employees in shared decision making.

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

- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- _____ has an impressive vision for the company.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.

Any final comments?

- _____ is by far a leader in the service area.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- He is very supportive of cross training and learning new skills.
- Does excellent job, always.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.