

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.

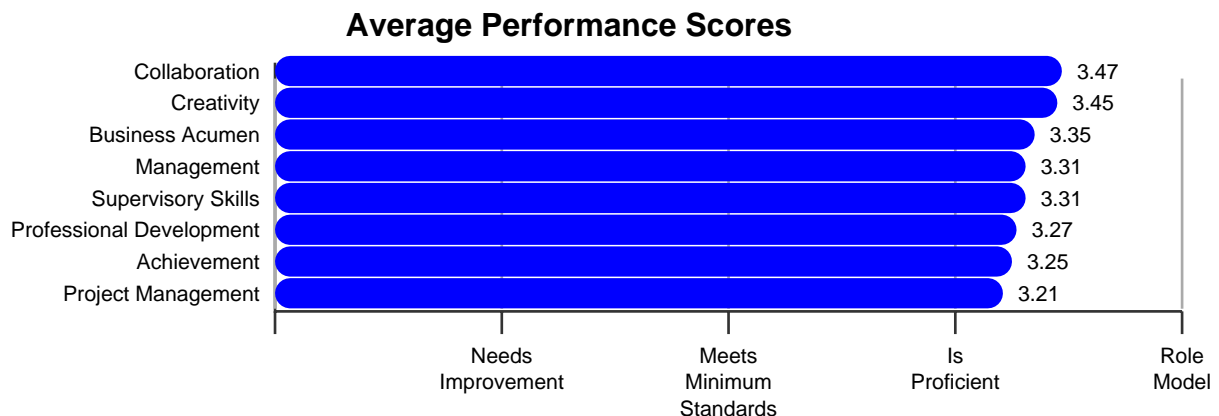
What to Do with Your Feedback

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.



Collaboration

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Allows various stakeholders to contribute their expertise to the solution of a problem.	15	3.20	93.3	7%	67%		27%
2. Creates an environment to support free exchange of information.	15	3.87	100.0	13%	87%		
3. Identifies and organizes partnerships and alliances.	15	3.33	93.3	7%	53%		40%
4. Makes decisions with other members of the group.	15	3.60	93.3	7%	27%	67%	
5. Works with others to develop strategies to identify needs and priorities.	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. Allows various stakeholders to contribute their expertise to the solution of a problem.	3.29	3.20	-0.09 ▼
2. Creates an environment to support free exchange of information.	3.65	3.87	+0.22 ▲
3. Identifies and organizes partnerships and alliances.	3.18	3.33	+0.16 ▲
4. Makes decisions with other members of the group.	3.41	3.60	+0.19 ▲
5. Works with others to develop strategies to identify needs and priorities.	3.24	3.33	+0.10 ▲

Comments:

- His communication is precise and at times short when some would prefer a greater detailed account.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- Set clear expectations for others.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Understands complex issues and problems.	15	3.20	93.3	7%	60%		33%
7. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.20	86.7	13%	53%		33%
8. Considers impact of actions on other areas of the organization.	15	3.40	93.3	7%	47%		47%
9. Able to align resources to meet the business needs of the company.	15	3.47	93.3	7%	40%		53%
10. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	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. Understands complex issues and problems.	3.24	3.20	-0.04 ▼
7. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.41	3.20	-0.21 ▼
8. Considers impact of actions on other areas of the organization.	3.24	3.40	+0.16 ▲
9. Able to align resources to meet the business needs of the company.	3.18	3.47	+0.29 ▲
10. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.35	3.47	+0.11 ▲

Comments:

- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- Takes complete ownership of role and looks for ways to assist teammates.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Contributing fully to the extent of their skills	15	3.53	100.0	47%	53%		
12. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.27	100.0	73%	27%		
13. Seeks opportunities for continuous learning.	15	3.33	100.0	67%	33%		
14. Encourages employees to take courses relevant to their job.	15	3.13	86.7	13%	60%	27%	
15. Seeks opportunities for professional development.	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. Contributing fully to the extent of their skills	3.47	3.53	+0.06 ▲
12. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.47	3.27	-0.20 ▼
13. Seeks opportunities for continuous learning.	3.35	3.33	-0.02 ▼
14. Encourages employees to take courses relevant to their job.	3.18	3.13	-0.04 ▼
15. Seeks opportunities for professional development.	3.00	3.07	+0.07 ▲

Comments:

- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time to think about discussions, he is willing to work with other departments and staff. He can be stubborn at times."
- _____ excels at keeping in touch with all aspects of her, and our jobs.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- _____ is a great asset to the team. We are grateful to have him.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- He is well respected.

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
16. Takes responsibility for things that go wrong	15	3.40	93.3	7%	47%	47%	
17. Keep staff informed about what is happening in the company	15	3.27	93.3	7%	60%	33%	
18. Sets an example for others to follow	14	3.00	92.9	7%	79%	14%	
19. Makes you feel enthusiastic about your work	15	3.47	100.0		53%	47%	
20. Is ready to offer help	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. Takes responsibility for things that go wrong	3.65	3.40	-0.25 ▼
17. Keep staff informed about what is happening in the company	3.47	3.27	-0.20 ▼
18. Sets an example for others to follow	3.12	3.00	-0.12 ▼
19. Makes you feel enthusiastic about your work	3.59	3.47	-0.12 ▼
20. Is ready to offer help	3.29	3.40	+0.11 ▲

Comments:

- 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+
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- When there are any issues, I can take them to _____ and together we are able to work out the issues.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.

Supervisory Skills

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
21. Provides constructive, ongoing feedback.	15	3.53	100.0	47%	53%		
22. Encourages employees to achieve their full potential.	15	3.00	80.0	20%	60%	20%	
23. Delegates effectively.	15	2.87	80.0	20%	73%	7%	
24. Treats all staff equitably.	15	3.47	100.0	53%	47%		
25. Is aware of the unique strengths of each employee.	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. Provides constructive, ongoing feedback.	3.35	3.53	+0.18 ▲
22. Encourages employees to achieve their full potential.	3.00	3.00	
23. Delegates effectively.	2.88	2.87	-0.02 ▼
24. Treats all staff equitably.	3.00	3.47	+0.47 ▲
25. Is aware of the unique strengths of each employee.	3.76	3.67	-0.10 ▼

Comments:

- He is a great teammate!
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ 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.
- His communication is precise and at times short when some would prefer a greater detailed account.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- 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.

Creativity

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
26. Is creative.	15	3.40	93.3	7%	47%	47%	
27. Is creative and inspirational.	15	3.33	93.3	7%	53%	40%	
28. Adds value to the department/organization.	15	3.53	100.0		47%	53%	
29. Develops solutions to challenging problems.	15	3.67	100.0		33%	67%	
30. Conceives, implements and evaluates ideas.	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. Is creative.	3.53	3.40	-0.13 ▼
27. Is creative and inspirational.	3.12	3.33	+0.22 ▲
28. Adds value to the department/organization.	3.41	3.53	+0.12 ▲
29. Develops solutions to challenging problems.	3.59	3.67	+0.08 ▲
30. Conceives, implements and evaluates ideas.	3.41	3.33	-0.08 ▼

Comments:

- Charisma, In-depth knowledge, and an ability to train/mentor others.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- I have observed _____ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.
- I garner ideas from his regularly and look to him as a mentor.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Maintains costs and expenses within budget limits.	15	3.20	86.7	13%	53%	33%	
32. Responds quickly and appropriately to unforeseen problems.	15	3.40	100.0		60%	40%	
33. Develops performance measures for various aspects of the project.	15	3.20	86.7	13%	53%	33%	
34. Develops action items, workplans, timelines, and criteria for projects.	15	3.27	93.3	7%	60%	33%	
35. Anticipates potential problems and institutes controls and contingency plans to address them.	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. Maintains costs and expenses within budget limits.	3.18	3.20	+0.02 ▲
32. Responds quickly and appropriately to unforeseen problems.	3.35	3.40	+0.05 ▲
33. Develops performance measures for various aspects of the project.	3.18	3.20	+0.02 ▲
34. Develops action items, workplans, timelines, and criteria for projects.	2.88	3.27	+0.38 ▲
35. Anticipates potential problems and institutes controls and contingency plans to address them.	3.18	3.00	-0.18 ▼

Comments:

- _____ is a strong leader & mentor.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- Improve communication delivery. Acknowledge what others are saying.
- I appreciate his helpful and cheerful outlook!

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
36. Takes calculated risks.	15	3.20	93.3	7%	67%		27%
37. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.27	93.3	7%	60%		33%
38. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.27	86.7	13%	47%		40%
39. Sets challenging goals.	15	3.13	86.7	13%	60%		27%
40. Holds others to high standards of achievement.	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. Takes calculated risks.	3.18	3.20	+0.02 ▲
37. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	3.35	3.27	-0.09 ▼
38. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.24	3.27	+0.03 ▲
39. Sets challenging goals.	3.59	3.13	-0.45 ▼
40. Holds others to high standards of achievement.	3.29	3.40	+0.11 ▲

Comments:

- _____ has done a wonderful job in supporting his team and making himself available.
- He makes me feel like an important and valued team member.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- I respect _____ and have turned to him for advice.

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?

- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.
- He removes barriers so that we can do our job to the best of our ability.

What do you like best about working with this individual?

- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- Employees were not encouraged to do anything besides come to work.
- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.

What do you like least about working with this individual?

- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- He is always available to listen, lend a hand, or guide the staff when needed.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- _____ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- Always approachable no matter how busy he is.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.

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

- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- He has consistently been a strong advocate for me and my team.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- _____ 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.

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

- _____ has made good judgements in hiring top notch employees.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- Completes variance analysis and identifies corrective actions.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what _____ is trying to communicate with them, I also understand why _____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that _____ does a good job.
- _____ is a very good leader.

Any final comments?

- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- There are two items above that will be part of my goals for the coming year.
- He seems to be well respected from members of his own team as well.
- He would benefit from soliciting more feedback and pushing others to do more.
- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.