



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

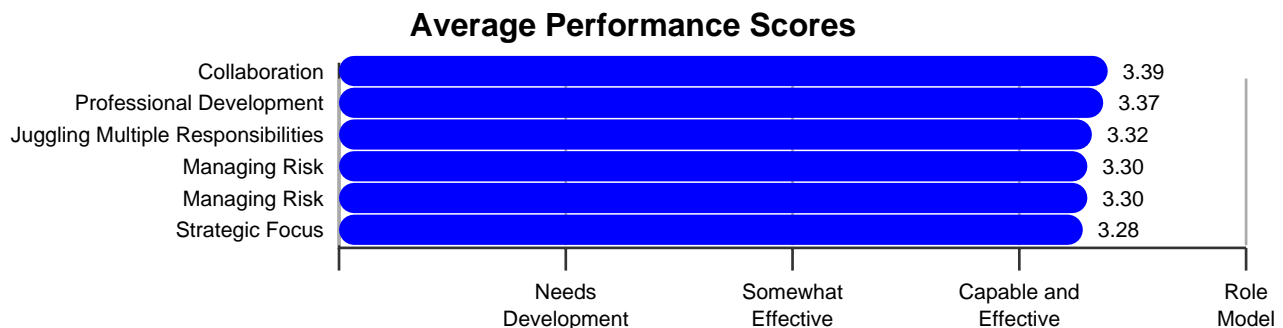
What to Do with Your Feedback

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

Summary

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

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



Gap Analysis

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



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Is comfortable working with employees from different departments/divisions.	15	3.20	93.3	7%	67%		27%
2. Respects individual differences that contribute to solving problems.	15	3.87	100.0	13%	87%		
3. Shares concerns and issues with others in the group.	15	3.33	93.3	7%	53%		40%
4. Works with others to resolve differences.	15	3.60	93.3	7%	27%	67%	
5. Recognizes and understands the views of other partners and associates.	15	3.33	93.3	7%	53%		40%
6. Is a trustworthy and credible partner.	15	3.20	93.3	7%	60%		33%
7. Ensures relevant data is available to all committee members.	15	3.20	86.7	13%	53%		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. Is comfortable working with employees from different departments/divisions.	3.29	3.20	-0.09 ▼
2. Respects individual differences that contribute to solving problems.	3.65	3.87	+0.22 ▲
3. Shares concerns and issues with others in the group.	3.18	3.33	+0.16 ▲
4. Works with others to resolve differences.	3.41	3.60	+0.19 ▲
5. Recognizes and understands the views of other partners and associates.	3.24	3.33	+0.10 ▲
6. Is a trustworthy and credible partner.	3.24	3.20	-0.04 ▼
7. Ensures relevant data is available to all committee members.	3.41	3.20	-0.21 ▼

Comments:

- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
8. Quickly acquire and apply new knowledge and skills when needed	15	3.40	93.3	7%	47%	47%	
9. Encourages employees to take courses relevant to their job.	15	3.47	93.3	7%	40%	53%	
10. Seeks opportunities for professional development.	15	3.47	93.3	7%	40%	53%	
11. Seeks opportunities for continuous learning.	15	3.53	100.0		47%	53%	
12. Keep themselves up-to-date of technical/professional issues	15	3.27	100.0		73%	27%	
13. Contributing fully to the extent of their skills	15	3.33	100.0		67%	33%	
14. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.13	86.7	13%	60%	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
8. Quickly acquire and apply new knowledge and skills when needed	3.24	3.40	+0.16 ▲
9. Encourages employees to take courses relevant to their job.	3.18	3.47	+0.29 ▲
10. Seeks opportunities for professional development.	3.35	3.47	+0.11 ▲
11. Seeks opportunities for continuous learning.	3.47	3.53	+0.06 ▲
12. Keep themselves up-to-date of technical/professional issues	3.47	3.27	-0.20 ▼
13. Contributing fully to the extent of their skills	3.35	3.33	-0.02 ▼
14. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.18	3.13	-0.04 ▼

Comments:

- She has consistently been a strong advocate for me and my team.
- 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.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- ___ has high expectation of staff, but provides the support needed for success. She 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.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.

Managing Performance

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
15. Plans and sets work expectations.	15	3.07	80.0	20%	53%		27%
16. Establishes indicators to measure levels of performance.	15	3.40	93.3	7%	47%		47%
17. Ensures employees understand how work is to be completed.	15	3.27	93.3	7%	60%		33%
18. Uses timely and appropriate corrective/disciplinary actions.	14	3.00	92.9	7%	79%		14%
19. Aligns individual and team goals with the organization's goals and objectives.	15	3.47	100.0		53%		47%
20. Routinely holds audits of performance on a weekly or monthly basis.	15	3.40	93.3	7%	47%		47%
21. Creates clear standards that are understandable and fair.	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
15. Plans and sets work expectations.	3.00	3.07	+0.07 ▲
16. Establishes indicators to measure levels of performance.	3.65	3.40	-0.25 ▼
17. Ensures employees understand how work is to be completed.	3.47	3.27	-0.20 ▼
18. Uses timely and appropriate corrective/disciplinary actions.	3.12	3.00	-0.12 ▼
19. Aligns individual and team goals with the organization's goals and objectives.	3.59	3.47	-0.12 ▼
20. Routinely holds audits of performance on a weekly or monthly basis.	3.29	3.40	+0.11 ▲
21. Creates clear standards that are understandable and fair.	3.35	3.53	+0.18 ▲

Comments:

- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- She clearly assigns our responsibilities by our individual strengths.
- I have not seen a lot of shared decision making. What I have see is her telling them what she 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 she has not had a lot of time to do this.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- 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.
- ____ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.

Juggling Multiple Responsibilities

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
22. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.00	80.0	20%	60%		20%
23. Determines which tasks are critical and which tasks are optional.	15	2.87	80.0	20%	73%		7%
24. Can easily switch between tasks when a critical incident requires attention.	15	3.47	100.0		53%		47%
25. Can multitask while performing all of their other responsibilities and activities.	15	3.67	100.0		33%		67%
26. Bounces back from daily crisis, disappointments and frustrations.	15	3.40	93.3	7%	47%		47%
27. Creates an effective balance of workload between different projects.	15	3.33	93.3	7%	53%		40%
28. Effectively handles scheduling conflicts.	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
22. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.00	3.00	
23. Determines which tasks are critical and which tasks are optional.	2.88	2.87	-0.02 ▼
24. Can easily switch between tasks when a critical incident requires attention.	3.00	3.47	+0.47 ▲
25. Can multitask while performing all of their other responsibilities and activities.	3.76	3.67	-0.10 ▼
26. Bounces back from daily crisis, disappointments and frustrations.	3.53	3.40	-0.13 ▼
27. Creates an effective balance of workload between different projects.	3.12	3.33	+0.22 ▲
28. Effectively handles scheduling conflicts.	3.41	3.53	+0.12 ▲

Comments:

- I look forward to learning and improving with her and the other members in the division.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- Timely follow through.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.

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
29. Evaluates risks against acceptable risk levels.	15	3.67	100.0	33%	67%		
30. Rewards innovative experiments to try new ideas.	15	3.33	100.0		67%	33%	
31. Creates a risk management strategy for the department.	15	3.20	86.7	13%	53%	33%	
32. Gathers information regarding potential risks.	15	3.40	100.0		60%	40%	
33. Maintains open communication with other departments.	15	3.20	86.7	13%	53%	33%	
34. Is aware of the financial implications of certain risks.	15	3.27	93.3	7%	60%	33%	
35. Aware of appropriate actions to minimize risks.	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
29. Evaluates risks against acceptable risk levels.	3.59	3.67	+0.08 ▲
30. Rewards innovative experiments to try new ideas.	3.41	3.33	-0.08 ▼
31. Creates a risk management strategy for the department.	3.18	3.20	+0.02 ▲
32. Gathers information regarding potential risks.	3.35	3.40	+0.05 ▲
33. Maintains open communication with other departments.	3.18	3.20	+0.02 ▲
34. Is aware of the financial implications of certain risks.	2.88	3.27	+0.38 ▲
35. Aware of appropriate actions to minimize risks.	3.18	3.00	-0.18 ▼

Comments:

- It's been a pleasure to work for her.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- ___ is determined to help make [CompanyName] successful.
- She leads by example, not reputation.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- Uses her people skills to change negative situations into positive.

Strategic 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Communicates goals and objectives to employees.	15	3.20	93.3	7%	67%	27%	
37. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.27	93.3	7%	60%	33%	
38. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.27	86.7	13%	47%	40%	
39. Able to decline a poor strategy by proposing alternate strategies.	15	3.13	86.7	13%	60%	27%	
40. Understands their role within the organization.	15	3.40	93.3	7%	47%	47%	
41. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.33	93.3	7%	53%	40%	
42. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	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
36. Communicates goals and objectives to employees.	3.18	3.20	+0.02 ▲
37. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.35	3.27	-0.09 ▼
38. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	3.24	3.27	+0.03 ▲
39. Able to decline a poor strategy by proposing alternate strategies.	3.59	3.13	-0.45 ▼
40. Understands their role within the organization.	3.29	3.40	+0.11 ▲
41. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.29	3.33	+0.04 ▲
42. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.41	3.33	-0.08 ▼

Comments:

- She is well respected by her peers and it is clear to see why.
- Willingness to pitch in, desire to grow, and a great attitude.
- She takes the time to explain to staff the rationale of changes being made.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- ___ is a very positive addition to our Management team.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

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?

- ___ has a strong knowledge base and willingly shares information.
- I wish I had 5 more years to learn from ___. She teaches me with every interaction.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- 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.
- I know that ___ cares about me as a total individual not just as a professional.
- ___ excels at keeping in touch with all aspects of her, and our jobs.

What do you like best about working with this individual?

- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- She communicates well to all staff and we know what is expected of us.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- The department director should have the authority to lead the team toward the vision laid out by the VP.

What do you like least about working with this individual?

- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- A great addition to the team.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- She is respectful of the people she works with regardless of the level in the organization.
- ___ has done tremendous work this past year in the Finance team.

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

- She had done amazingly well considering all of the global threats to the product line.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- She presents a clear picture of where the department is now and where we need to be headed.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- I have truly appreciated her guidance.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.

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

- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- ___ can be counted on for her reliability.
- I do very much appreciate that ___ will support me in a decision when needed.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.

Any final comments?

- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- 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 appreciate her.