



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.

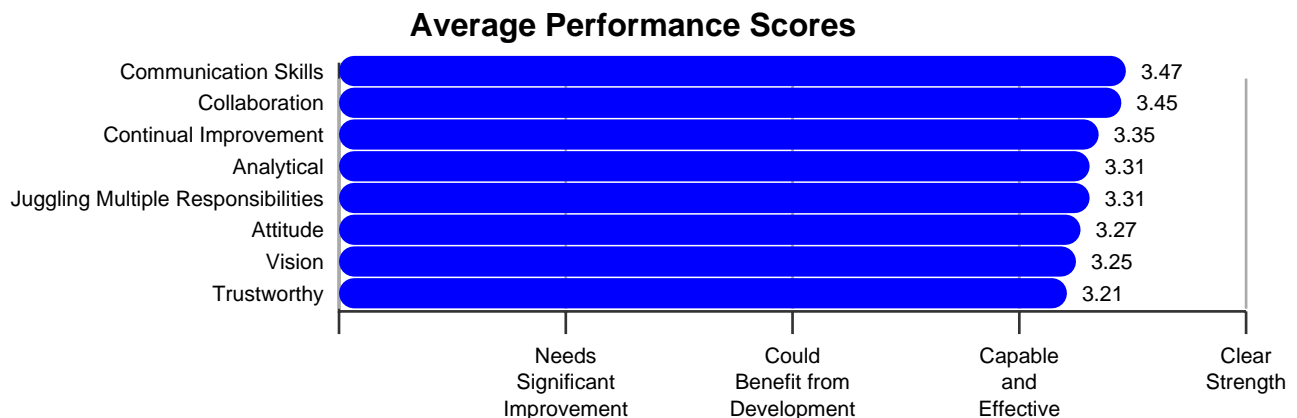
What to Do with Your Feedback

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

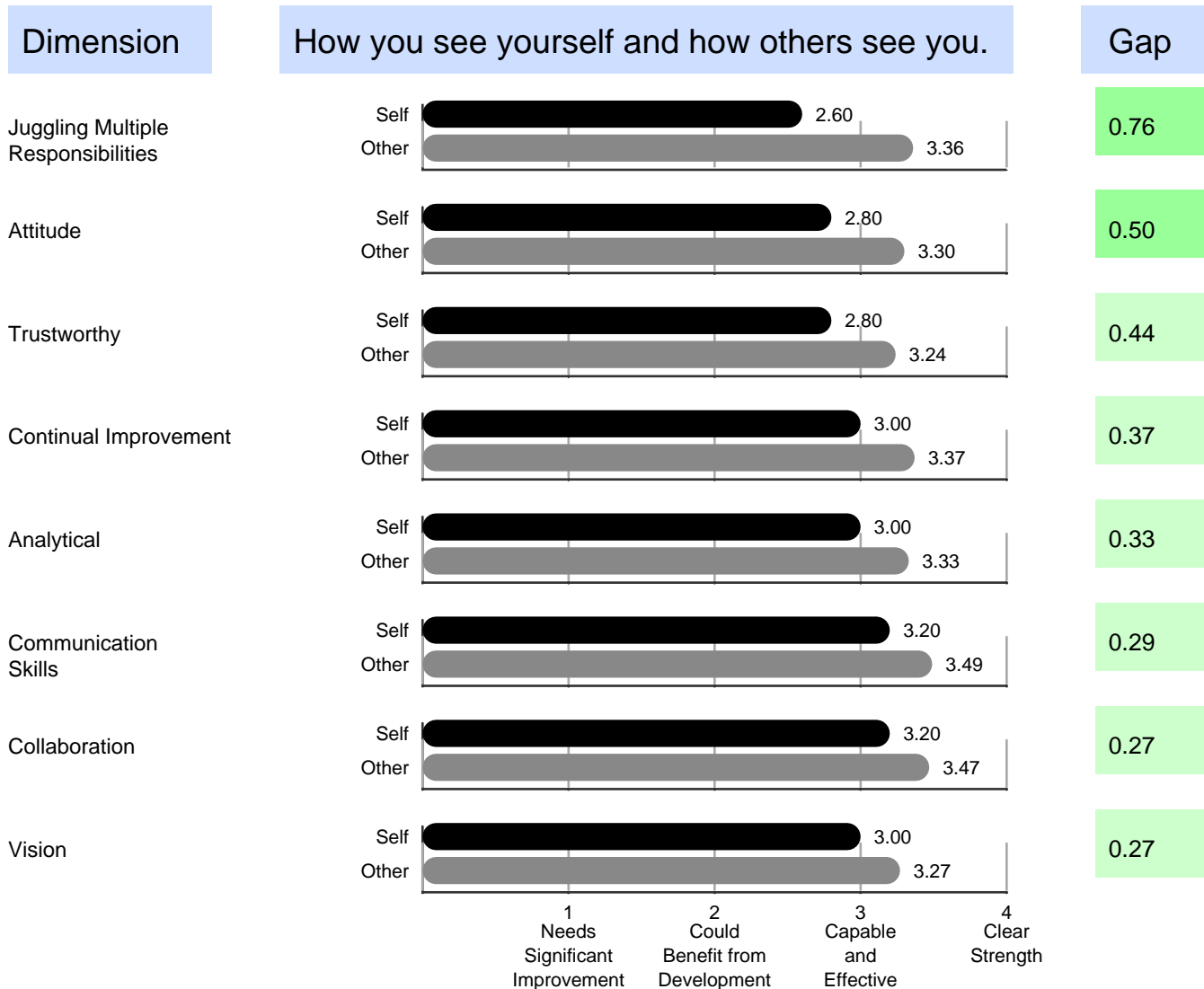
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Communication 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You are able to demonstrate persuasiveness in pursuit of objectives.	15	3.20	93.3	7%	67%	27%	
2. You support communication systems recently implemented.	15	3.87	100.0	13%	87%		
3. You create reports that are clear and persuasive.	15	3.33	93.3	7%	53%	40%	
4. You communicate with department leadership	15	3.60	93.3	7%	27%	67%	
5. You deliver influential presentations.	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. You are able to demonstrate persuasiveness in pursuit of objectives.	3.29	3.20	-0.09 ▼
2. You support communication systems recently implemented.	3.65	3.87	+0.22 ▲
3. You create reports that are clear and persuasive.	3.18	3.33	+0.16 ▲
4. You communicate with department leadership	3.41	3.60	+0.19 ▲
5. You deliver influential presentations.	3.24	3.33	+0.10 ▲

Comments:

- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- ___ does a great job of keeping the lines of communication and this is appreciated.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.

Continual Improvement

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You pursue efforts to improve by seeking feedback from others.	15	3.20	93.3	7%	60%	33%	
7. You promote training and development opportunities to enhance job performance.	15	3.20	86.7	13%	53%	33%	
8. You are open to the suggestions from others.	15	3.40	93.3	7%	47%	47%	
9. You continually seek opportunities to improve efficiency.	15	3.47	93.3	7%	40%	53%	
10. You analyze processes to determine areas for improvement.	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. You pursue efforts to improve by seeking feedback from others.	3.24	3.20	-0.04 ▼
7. You promote training and development opportunities to enhance job performance.	3.41	3.20	-0.21 ▼
8. You are open to the suggestions from others.	3.24	3.40	+0.16 ▲
9. You continually seek opportunities to improve efficiency.	3.18	3.47	+0.29 ▲
10. You analyze processes to determine areas for improvement.	3.35	3.47	+0.11 ▲

Comments:

- ___ meets and exceeds all of these leadership roles.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- Improvement should come over time. There is potential which is present.
- Could benefit from increasing awareness on how much influence they have on the department.

Attitude

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You are approachable and easy to talk to.	15	3.53	100.0	47%	53%		
12. You are gracious and professional in your interactions with others.	15	3.27	100.0	73%	27%		
13. You show by your actions that you trust in the positive intentions of others.	15	3.33	100.0	67%	33%		
14. You contribute to a positive work environment.	15	3.13	86.7	13%	60%	27%	
15. You have genuine concern for others.	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. You are approachable and easy to talk to.	3.47	3.53	+0.06 ▲
12. You are gracious and professional in your interactions with others.	3.47	3.27	-0.20 ▼
13. You show by your actions that you trust in the positive intentions of others.	3.35	3.33	-0.02 ▼
14. You contribute to a positive work environment.	3.18	3.13	-0.04 ▼
15. You have genuine concern for others.	3.00	3.07	+0.07 ▲

Comments:

- She continues to be a shining example to her team especially in process improvement and professional growth.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- You can count on ___ to be honest and stay true to commitments.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.

Analytical

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You prioritize various actions to be taken when solving a problem.	15	3.40	93.3	7%	47%	47%	
17. You use standard data collection practices.	15	3.27	93.3	7%	60%	33%	
18. You uses alternate tools for analysis to check the reliability of previous analyses.	14	3.00	92.9	7%	79%	14%	
19. You identify the root cause of a problem.	15	3.47	100.0		53%	47%	
20. You perform checks on data accuracy and quality.	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. You prioritize various actions to be taken when solving a problem.	3.65	3.40	-0.25 ▼
17. You use standard data collection practices.	3.47	3.27	-0.20 ▼
18. You uses alternate tools for analysis to check the reliability of previous analyses.	3.12	3.00	-0.12 ▼
19. You identify the root cause of a problem.	3.59	3.47	-0.12 ▼
20. You perform checks on data accuracy and quality.	3.29	3.40	+0.11 ▲

Comments:

- She has integrity, dependability, and a desire to constantly improve.
- Timely follow through.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- Always has the company's best interest at heart.
- Allocates resources in advance to ensure the required work can be completed.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You plan and organize continuously while performing all other responsibilities and activities.	15	3.53	100.0	47%	53%		
22. You switch attention to more urgent tasks when necessary.	15	3.00	80.0	20%	60%	20%	
23. You are able to complete several tasks at the same time.	15	2.87	80.0	20%	73%	7%	
24. You determine which tasks are critical and which tasks are optional.	15	3.47	100.0	53%	47%		
25. You use a scheduler/planner to keep tasks organized and on time.	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. You plan and organize continuously while performing all other responsibilities and activities.	3.35	3.53	+0.18 ▲
22. You switch attention to more urgent tasks when necessary.	3.00	3.00	
23. You are able to complete several tasks at the same time.	2.88	2.87	-0.02 ▼
24. You determine which tasks are critical and which tasks are optional.	3.00	3.47	+0.47 ▲
25. You use a scheduler/planner to keep tasks organized and on time.	3.76	3.67	-0.10 ▼

Comments:

- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- 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.
- ___ has improved with her follow-up assignments from meetings.
- Has a "go getter" attitude!
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You encourage trust among committee members.	15	3.40	93.3	7%	47%	47%	
27. You work with other experts to solve problems.	15	3.33	93.3	7%	53%	40%	
28. You identify and organize partnerships and alliances.	15	3.53	100.0		47%	53%	
29. You allow various stakeholders to contribute their expertise to the solution of a problem.	15	3.67	100.0	33%		67%	
30. You are respectful of others in group discussions.	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. You encourage trust among committee members.	3.53	3.40	-0.13 ▼
27. You work with other experts to solve problems.	3.12	3.33	+0.22 ▲
28. You identify and organize partnerships and alliances.	3.41	3.53	+0.12 ▲
29. You allow various stakeholders to contribute their expertise to the solution of a problem.	3.59	3.67	+0.08 ▲
30. You are respectful of others in group discussions.	3.41	3.33	-0.08 ▼

Comments:

- She is an advocate for [CompanyName].
- Her positive attitude is constant.
- ___ is a pleasure to work with.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ 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.
- Is a fantastic source of feedback and growth development.

Trustworthy

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You build and maintain the trust of others.	15	3.20	86.7	13%	53%	33%	
32. You work in a way that makes others want to work with you.	15	3.40	100.0		60%	40%	
33. You take care to maintain confidential information.	15	3.20	86.7	13%	53%	33%	
34. You are a person others can count on.	15	3.27	93.3	7%	60%	33%	
35. You demonstrate congruence between statements and actions.	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. You build and maintain the trust of others.	3.18	3.20	+0.02 ▲
32. You work in a way that makes others want to work with you.	3.35	3.40	+0.05 ▲
33. You take care to maintain confidential information.	3.18	3.20	+0.02 ▲
34. You are a person others can count on.	2.88	3.27	+0.38 ▲
35. You demonstrate congruence between statements and actions.	3.18	3.00	-0.18 ▼

Comments:

- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- She correctly sets limits, and expectations of her managers.
- Takes complete ownership of role and looks for ways to assist teammates.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.

Vision

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You communicate the vision and strategy of [Company]	15	3.20	93.3	7%	67%		27%
37. You communicate a vision of where the Company needs to be in the future.	15	3.27	93.3	7%	60%		33%
38. You persuade others to follow the Company's vision.	15	3.27	86.7	13%	47%		40%
39. You express the Company vision in a way that is easily understood and adopted by employees.	15	3.13	86.7	13%	60%		27%
40. You clearly articulate a vision for your work and inspires others to support it	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. You communicate the vision and strategy of [Company]	3.18	3.20	+0.02 ▲
37. You communicate a vision of where the Company needs to be in the future.	3.35	3.27	-0.09 ▼
38. You persuade others to follow the Company's vision.	3.24	3.27	+0.03 ▲
39. You express the Company vision in a way that is easily understood and adopted by employees.	3.59	3.13	-0.45 ▼
40. You clearly articulate a vision for your work and inspires others to support it	3.29	3.40	+0.11 ▲

Comments:

- She has hired good people, and developed strong relationship's with finance.
- ___ does not beat around the bush nor does she have hidden agendas.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- ___ is a great team player with an employee safety and satisfaction focus.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.

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?

- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- I know I can always count on ___ to be reliable and respond in a timely manner to my request.

What do you like best about working with this individual?

- Be being better organized. It would help with prioritizing.
- She encourages teammates more as a peer than a coach.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- 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.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.

What do you like least about working with this individual?

- She can fall behind on projects without providing timely feedback.
- I do very much appreciate that ___ will support me in a decision when needed.
- She sometimes comes off as confused about organizational/operational direction.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- ___, more than most, takes what we've learned and implements changes.
- Is sincerely a role model for everything one would look for in a role model as a team member.

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

- She involves our team and holds us accountable out of respect.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- ___ has excellent communication skills with both staff and her management team.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.

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

- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- ___ has excellent communication skills with both staff and her management team.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- She is very professional and caring in her job
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.

Any final comments?

- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- Provide and solicit more frequent feedback.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- When dealing with HR issues my HR business partner is always involved.
- She is friendly, courteous, and kind all while being very professional.