

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.

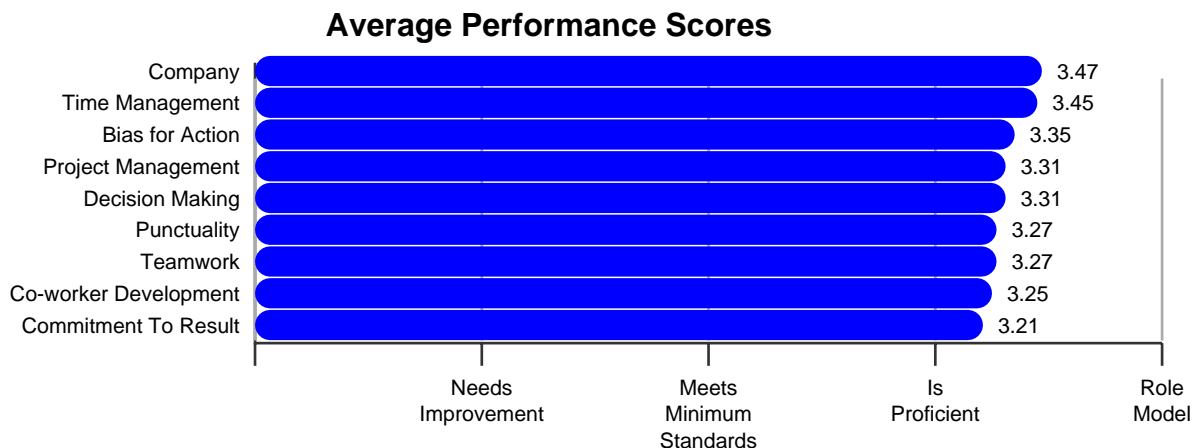
What to Do with Your Feedback

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

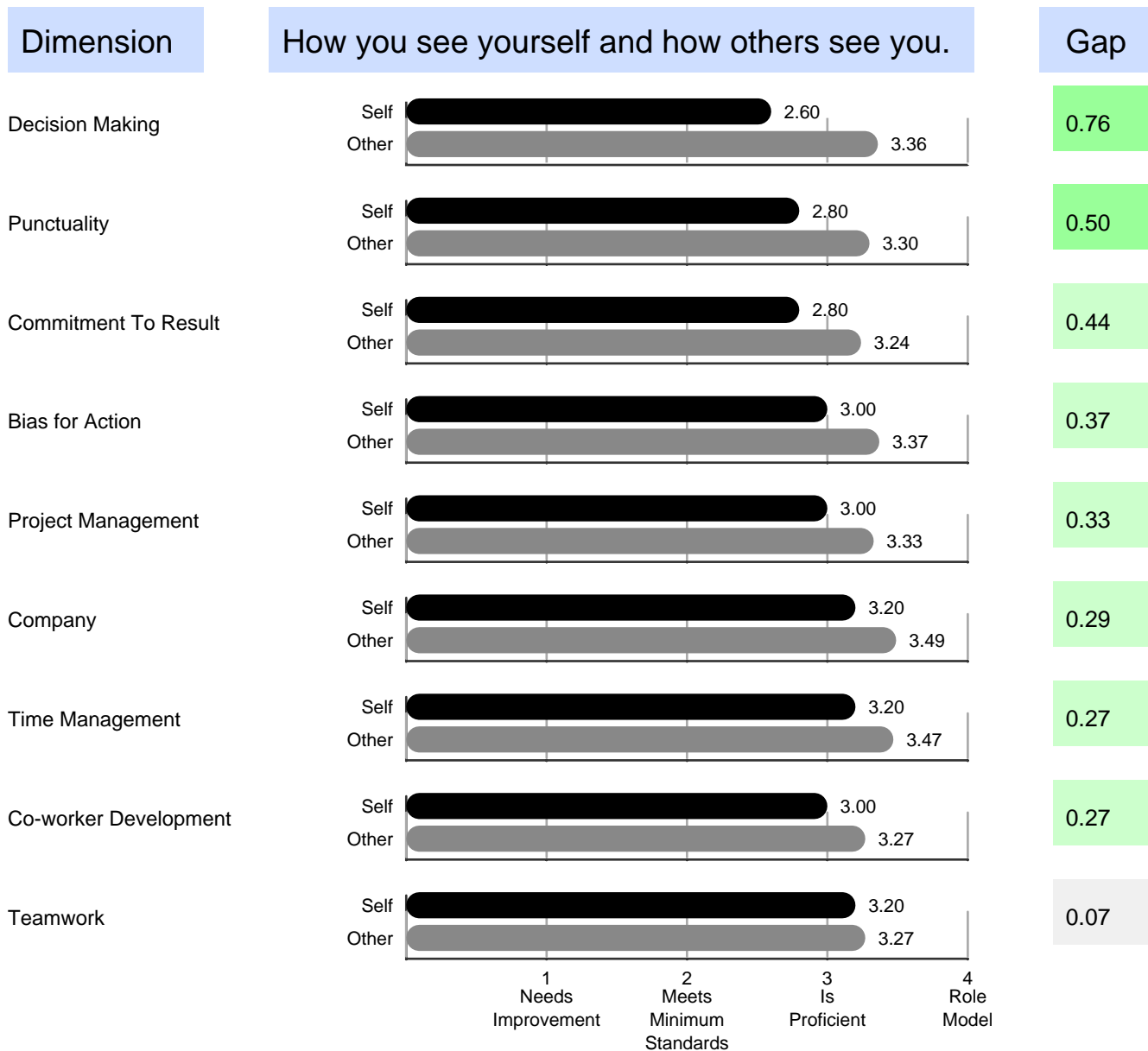
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Company

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. Impresses upon others the important aspects of [Company].	15	3.20	93.3	7%	67%		27%
2. Follows existing procedures and processes.	15	3.87	100.0	13%	87%		
3. Understands the use of [Company] products and services.	15	3.33	93.3	7%	53%		40%
4. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.60	93.3	7%	27%	67%	
5. Understands the "basics" as to how [Company] functions/operates.	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. Impresses upon others the important aspects of [Company].	3.29	3.20	-0.09 ▼
2. Follows existing procedures and processes.	3.65	3.87	+0.22 ▲
3. Understands the use of [Company] products and services.	3.18	3.33	+0.16 ▲
4. Expresses loyalty and dedication to [Company] in interactions with others.	3.41	3.60	+0.19 ▲
5. Understands the "basics" as to how [Company] functions/operates.	3.24	3.33	+0.10 ▲

Comments:

- ___ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- She has hired good people, and developed strong relationship's with finance.

Bias for Action

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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.20	93.3	7%	60%	33%	
7. Conveys a sense of urgency about addressing problems and opportunities	15	3.20	86.7	13%	53%	33%	
8. Encourages risk taking and experimentation to improve performance	15	3.40	93.3	7%	47%	47%	
9. Identifies ways to simplify work processes and reduce cycle times	15	3.47	93.3	7%	40%	53%	
10. Completes work on time	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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.24	3.20	-0.04 ▼
7. Conveys a sense of urgency about addressing problems and opportunities	3.41	3.20	-0.21 ▼
8. Encourages risk taking and experimentation to improve performance	3.24	3.40	+0.16 ▲
9. Identifies ways to simplify work processes and reduce cycle times	3.18	3.47	+0.29 ▲
10. Completes work on time	3.35	3.47	+0.11 ▲

Comments:

- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- She is a great teammate!
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.

Punctuality

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Starts meetings on time.	15	3.53	100.0	47%	53%		
12. Starts the workday when scheduled.	15	3.27	100.0	73%	27%		
13. Conducts appointments at scheduled start time.	15	3.33	100.0	67%	33%		
14. Responds to requests for information in a timely manner.	15	3.13	86.7	13%	60%	27%	
15. Arrives to meetings on time.	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. Starts meetings on time.	3.47	3.53	+0.06 ▲
12. Starts the workday when scheduled.	3.47	3.27	-0.20 ▼
13. Conducts appointments at scheduled start time.	3.35	3.33	-0.02 ▼
14. Responds to requests for information in a timely manner.	3.18	3.13	-0.04 ▼
15. Arrives to meetings on time.	3.00	3.07	+0.07 ▲

Comments:

- I garner ideas from her regularly and look to her as a mentor.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- She translated the creative thinking into real change and solution that advanced our department.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.

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
16. Works with customers and clients to assess their needs and define project parameters.	15	3.40	93.3	7%	47%	47%	
17. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.27	93.3	7%	60%	33%	
18. Regularly reviews project performance and goals.	14	3.00	92.9	7%	79%	14%	
19. Inspires others to accomplish goals and objectives.	15	3.47	100.0		53%	47%	
20. Maintains costs and expenses within budget limits.	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. Works with customers and clients to assess their needs and define project parameters.	3.65	3.40	-0.25 ▼
17. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.47	3.27	-0.20 ▼
18. Regularly reviews project performance and goals.	3.12	3.00	-0.12 ▼
19. Inspires others to accomplish goals and objectives.	3.59	3.47	-0.12 ▼
20. Maintains costs and expenses within budget limits.	3.29	3.40	+0.11 ▲

Comments:

- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- She leads by example.
- She has really filled the role of interim manager for the department well.
- She has also greatly improved her communication.
- She is a pleasure to work with and an asset to [CompanyName].
- ___ is always working collaboratively with many different teams not only within the organization but within the community

Decision Making

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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.53	100.0	47%	53%		
22. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.00	80.0	20%	60%	20%	
23. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	2.87	80.0	20%	73%	7%	
24. Asks for additional information when making critical decisions.	15	3.47	100.0	53%	47%		
25. Exercises good judgment by making sound and informed decisions.	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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.35	3.53	+0.18 ▲
22. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.00	3.00	
23. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	2.88	2.87	-0.02 ▼
24. Asks for additional information when making critical decisions.	3.00	3.47	+0.47 ▲
25. Exercises good judgment by making sound and informed decisions.	3.76	3.67	-0.10 ▼

Comments:

- She strives to raise the bar everyday to improve our processes to best serve our customers.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- Is reliable and keeps the team focused on the delivery of outcomes.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- 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.

Time 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
26. Deals effectively with interruptions.	15	3.40	93.3	7%	47%	47%	
27. Leaves time in the schedule for unplanned contingencies.	15	3.33	93.3	7%	53%	40%	
28. Completes tasks ahead of schedule.	15	3.53	100.0		47%	53%	
29. Uses agendas when chairing or facilitating meetings.	15	3.67	100.0		33%	67%	
30. Prioritizes new tasks according to their relative importance.	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. Deals effectively with interruptions.	3.53	3.40	-0.13 ▼
27. Leaves time in the schedule for unplanned contingencies.	3.12	3.33	+0.22 ▲
28. Completes tasks ahead of schedule.	3.41	3.53	+0.12 ▲
29. Uses agendas when chairing or facilitating meetings.	3.59	3.67	+0.08 ▲
30. Prioritizes new tasks according to their relative importance.	3.41	3.33	-0.08 ▼

Comments:

- Isn't afraid to ask the tough questions to get people to think outside of their box.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- She is always collaborative in her approach, and makes good decisions.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- ___ is a steady leader who maintains her objectivity during stressful times.

Commitment To Result

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. Takes immediate action toward goals.	15	3.20	86.7	13%	53%	33%	
32. Maintains persistence and dedication to achieving results.	15	3.40	100.0		60%	40%	
33. Encourages commitment in others to obtain results.	15	3.20	86.7	13%	53%	33%	
34. Able to focus on a task even when working alone.	15	3.27	93.3	7%	60%	33%	
35. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	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. Takes immediate action toward goals.	3.18	3.20	+0.02 ▲
32. Maintains persistence and dedication to achieving results.	3.35	3.40	+0.05 ▲
33. Encourages commitment in others to obtain results.	3.18	3.20	+0.02 ▲
34. Able to focus on a task even when working alone.	2.88	3.27	+0.38 ▲
35. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.18	3.00	-0.18 ▼

Comments:

- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- ___ has the talent to use different Leadership styles to fit the situation.
- ___'s job performance exceeds all the elements.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ always goes above and beyond in her daily work.
- Manager routinely demonstrates all of the above characteristics, as marked

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.20	93.3	7%	67%		27%
37. Gives others development opportunities through project assignments and increased job responsibilities	15	3.27	93.3	7%	60%		33%
38. Works to identify root causes of performance problems	15	3.27	86.7	13%	47%		40%
39. Provides ongoing feedback to co-workers on their development progress	15	3.13	86.7	13%	60%		27%
40. Adapts coaching and mentoring approach to meet the style or needs of individuals	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. Sets and clearly communicates expectations, performance goals, and measurements to others	3.18	3.20	+0.02 ▲
37. Gives others development opportunities through project assignments and increased job responsibilities	3.35	3.27	-0.09 ▼
38. Works to identify root causes of performance problems	3.24	3.27	+0.03 ▲
39. Provides ongoing feedback to co-workers on their development progress	3.59	3.13	-0.45 ▼
40. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.29	3.40	+0.11 ▲

Comments:

- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- She does not settle- but will continue a search until the right fit is found.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).

Teamwork

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
41. Act as an effective team player	15	3.33	93.3	7%	53%	40%	
42. Fosters teamwork rather than individual competition	15	3.33	93.3	7%	53%	40%	
43. Carries his/her share of the workload	15	3.13	86.7	13%	60%	27%	
44. Creates opportunities to learn with other team members	15	3.00	86.7	13%	73%	13%	
45. Works cooperatively with others to solve problems.	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. Act as an effective team player	3.29	3.33	+0.04 ▲
42. Fosters teamwork rather than individual competition	3.41	3.33	-0.08 ▼
43. Carries his/her share of the workload	3.35	3.13	-0.22 ▼
44. Creates opportunities to learn with other team members	3.18	3.00	-0.18 ▼
45. Works cooperatively with others to solve problems.	3.35	3.53	+0.18 ▲

Comments:

- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- Does well in most technical skills and is willing to learn anything that is new
- ___ is very friendly and expresses genuine care for the staff when she is present.

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?

- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.

What do you like best about working with this individual?

- You could check for clarity in expectations more frequently.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

What do you like least about working with this individual?

- ___ does a great job at demonstrating the value of her team to the organization.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- Timeliness and accountability of projects.
- Is viewed by many as a strong organizational resource.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.

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

- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- She communicates well to all staff and we know what is expected of us.
- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.

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

- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- ___ has good knowledge and awareness of the strengths and talents within the organization.
- 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.
- ___ excels at customer service and keeping our team focused on the customer.

Any final comments?

- She is a very diligent hard worker.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- ___ has also come down to help our department when we have been very busy and needed help.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.