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.
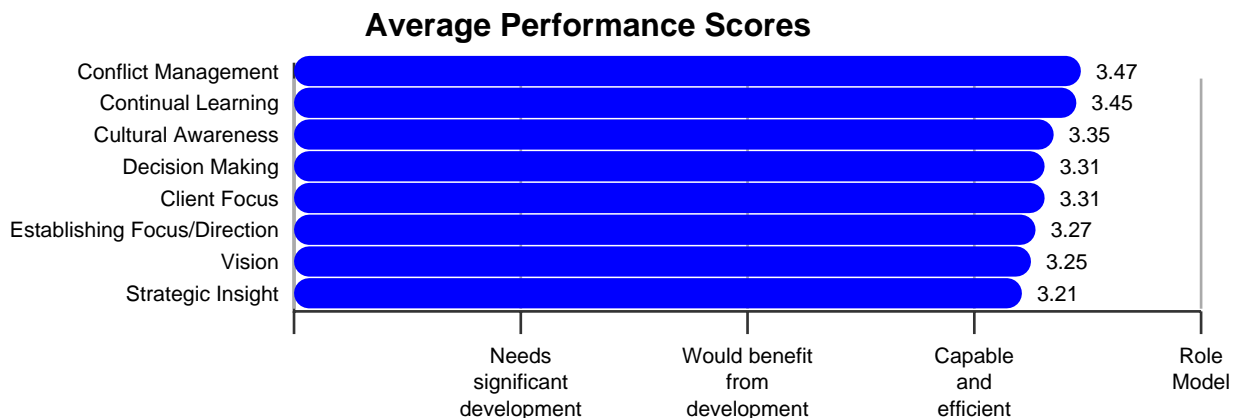
What to Do with Your Feedback

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.
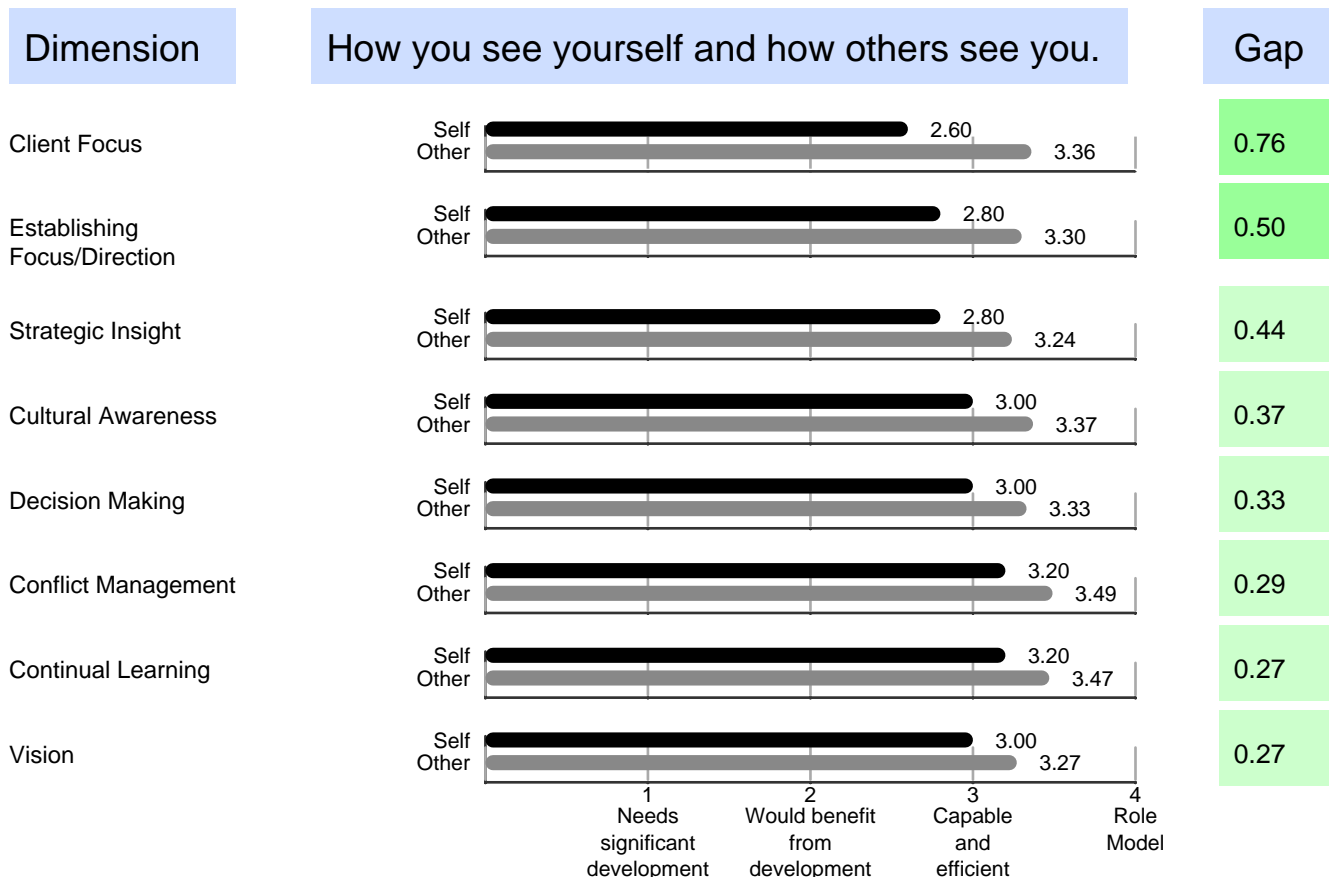
Summary

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.

Average Performance Scores

Dimension	Score
Conflict Management	3.47
Continual Learning	3.45
Cultural Awareness	3.35
Decision Making	3.31
Client Focus	3.31
Establishing Focus/Direction	3.27
Vision	3.25
Strategic Insight	3.21

Scale: Needs significant development — Would benefit from development — Capable and efficient — Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Client Focus	Self 2.60 / Other 3.36	0.76
Establishing Focus/Direction	Self 2.80 / Other 3.30	0.50
Strategic Insight	Self 2.80 / Other 3.24	0.44
Cultural Awareness	Self 3.00 / Other 3.37	0.37
Decision Making	Self 3.00 / Other 3.33	0.33
Conflict Management	Self 3.20 / Other 3.49	0.29
Continual Learning	Self 3.20 / Other 3.47	0.27
Vision	Self 3.00 / Other 3.27	0.27

1	2	3	4
Needs significant development	Would benefit from development	Capable and efficient	Role Model

Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Tries to understand others' point of view before making judgments	15	3.20	93.3	7%	67%		27%
2. Deals effectively with employee grievances.	15	3.87	100.0	13%	87%		
3. Clearly expresses expectations to others.	15	3.33	93.3	7%	53%		40%
4. Identifies and takes steps to prevent potential confrontations.	15	3.60	93.3	7%	27%	67%	
5. Helps employees to think through alternative ways to resolve conflict situations.	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. Tries to understand others' point of view before making judgments	3.29	3.20	-0.09 ▼
2. Deals effectively with employee grievances.	3.65	3.87	+0.22 ▲
3. Clearly expresses expectations to others.	3.18	3.33	+0.16 ▲
4. Identifies and takes steps to prevent potential confrontations.	3.41	3.60	+0.19 ▲
5. Helps employees to think through alternative ways to resolve conflict situations.	3.24	3.33	+0.10 ▲

Comments:
- Constantly working on improving the customer experience.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She is passionate about providing the services necessary to meet the needs of our organization.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.

Cultural Awareness

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Treats others with dignity and respect.	15	3.20	93.3	7%	60%		33%
7. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.20	86.7	13%	53%		33%
8. Recognizes and values individual and cultural differences.	15	3.40	93.3	7%	47%		47%
9. Seeks out different viewpoints and benefits from different perspectives.	15	3.47	93.3	7%	40%		53%
10. Encourages a work environment where individual differences are valued.	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. Treats others with dignity and respect.	3.24	3.20	-0.04 ▼
7. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.41	3.20	-0.21 ▼
8. Recognizes and values individual and cultural differences.	3.24	3.40	+0.16 ▲
9. Seeks out different viewpoints and benefits from different perspectives.	3.18	3.47	+0.29 ▲
10. Encourages a work environment where individual differences are valued.	3.35	3.47	+0.11 ▲

Comments:
- She continues to be a shining example to her team especially in process improvement and professional growth.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- ___ is an outstanding leader.   She has the experience and knowledge to build a business from the ground up.   This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ is able to problem solve very well.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Closes off discussions with action plans.

Establishing Focus/Direction

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Helps guide employees with prioritizing tasks.	15	3.53	100.0		47%		53%
12. Maintains self-control when personally criticized.	15	3.27	100.0		73%		27%
13. Stays focused even when under pressure and stress.	15	3.33	100.0		67%		33%
14. Sets appropriate goals for employees.	15	3.13	86.7	13%	60%		27%
15. Makes sure that employees understand and identify with the team's mission.	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. Helps guide employees with prioritizing tasks.	3.47	3.53	+0.06	▲
12. Maintains self-control when personally criticized.	3.47	3.27	-0.20	▼
13. Stays focused even when under pressure and stress.	3.35	3.33	-0.02	▼
14. Sets appropriate goals for employees.	3.18	3.13	-0.04	▼
15. Makes sure that employees understand and identify with the team's mission.	3.00	3.07	+0.07	▲

Comments:
- She is a great teammate!
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- She works diligently with our supplier to ensure the inventory is cost effective.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Is able to make decisions quickly.	15	3.40	93.3	7%	47%	47%	
17. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.27	93.3	7%	60%	33%	
18. Does not lose sight of the big picture when making decisions	14	3.00	92.9	7%	79%	14%	
19. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.47	100.0		53%	47%	
20. Seeks input from key people who should be involved in, or will be affected by, decisions	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. Is able to make decisions quickly.	3.65	3.40	-0.25	▼
17. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.47	3.27	-0.20	▼
18. Does not lose sight of the big picture when making decisions	3.12	3.00	-0.12	▼
19. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.59	3.47	-0.12	▼
20. Seeks input from key people who should be involved in, or will be affected by, decisions	3.29	3.40	+0.11	▲

Comments:
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- She is very supportive and easily approachable.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.

Client Focus

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Satisfies client needs.	15	3.53	100.0		47%	53%	
22. Obtains feedback to ensure client needs are being met.	15	3.00	80.0	20%	60%		20%
23. Is pro-active in dealing with clients and addressing their needs.	15	2.87	80.0	20%	73%		7%
24. Ensures client commitments and requirements are met or exceeded	15	3.47	100.0		53%	47%	
25. Forms strong client relationships	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. Satisfies client needs.	3.35	3.53	+0.18 ▲
22. Obtains feedback to ensure client needs are being met.	3.00	3.00	
23. Is pro-active in dealing with clients and addressing their needs.	2.88	2.87	-0.02 ▼
24. Ensures client commitments and requirements are met or exceeded	3.00	3.47	+0.47 ▲
25. Forms strong client relationships	3.76	3.67	-0.10 ▼

Comments:
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually invoves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- ___ has excellent communication skills.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.

Continual Learning

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Pursues professional development opportunities when they arise.	15	3.40	93.3	7%	47%	47%	
27. Pursues self-improvement through continual learning.	15	3.33	93.3	7%	53%	40%	
28. Grasps new ideas, concepts, technical, or business knowledge.	15	3.53	100.0		47%	53%	
29. Participates in regular training offered.	15	3.67	100.0		33%	67%	
30. Takes charge of their training and skills enhancement.	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. Pursues professional development opportunities when they arise.	3.53	3.40	-0.13	▼
27. Pursues self-improvement through continual learning.	3.12	3.33	+0.22	▲
28. Grasps new ideas, concepts, technical, or business knowledge.	3.41	3.53	+0.12	▲
29. Participates in regular training offered.	3.59	3.67	+0.08	▲
30. Takes charge of their training and skills enhancement.	3.41	3.33	-0.08	▼

Comments:
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- ___ is professional, collaborative. . .a great team member.
- She is quick and willing to aid.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- She is a great teammate!

Strategic Insight

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Formulates policies and strategies for addressing the Company's important challenges.	15	3.20	86.7	13%	53%		33%
32. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.40	100.0		60%		40%
33. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.20	86.7	13%	53%		33%
34. Analyzes unique issues or problems impacting the Company.	15	3.27	93.3	7%	60%		33%
35. Identifies root causes of problems.	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. Formulates policies and strategies for addressing the Company's important challenges.	3.18	3.20	+0.02	▲
32. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.35	3.40	+0.05	▲
33. Analyzes records and reports to obtain insight into potential issues and trends.	3.18	3.20	+0.02	▲
34. Analyzes unique issues or problems impacting the Company.	2.88	3.27	+0.38	▲
35. Identifies root causes of problems.	3.18	3.00	-0.18	▼

Comments:
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- Great addition to the department!
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Communicates the vision and strategy of [Company]	15	3.20	93.3	7%	67%		27%
37. Persuades others to follow the Company's vision.	15	3.27	93.3	7%	60%		33%
38. Clearly articulates a vision for his/her work and inspires others to support it	15	3.27	86.7	13%	47%		40%
39. Develops action plans to align his/her work with the goals of the organization	15	3.13	86.7	13%	60%		27%
40. Leads employees in new directions.	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. Communicates the vision and strategy of [Company]	3.18	3.20	+0.02 ▲
37. Persuades others to follow the Company's vision.	3.35	3.27	-0.09 ▼
38. Clearly articulates a vision for his/her work and inspires others to support it	3.24	3.27	+0.03 ▲
39. Develops action plans to align his/her work with the goals of the organization	3.59	3.13	-0.45 ▼
40. Leads employees in new directions.	3.29	3.40	+0.11 ▲

Comments:
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- 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.
- Set clear expectations for others.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- What I like is her standard line what resources do you need from me to make this work?
- ___ is a great manager, committed to each employee in our department.

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?

- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- ___ 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.
- She inspires others by the manner in which she does her work and engages others.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- She quickly addresses any challenges that may arise.

What do you like best about working with this individual?

- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- I appreciate her receptiveness and openness and her sense of humor.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.

What do you like least about working with this individual?

- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- Resources are managed carefully with input sought and considered before applying those resources.
- She often involves her team in decision making and to determine how to achieve outcomes.
- ___ 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.

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

- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- ___ is an outstanding leader.   She offers great communication and staff allows know what is expected of them.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.

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

*   ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
*   Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
*   Uses visual aids to communicate progress to your team.
*   ___ 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.
*   She could help teammates by becoming more proficient in some areas.
*   ___ is a great team player for our organization as a whole and for the Department itself.

Any final comments?

*   I feel that we would not be such a great place if it wasn't for ___.   ___ is the best!!!!!!
*   ___ is a great manager, committed to each employee in our department.
*   ___ is a valuable resource to the organization and the team.
*   ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
*   Her quality of work is good.
*   She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!