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.
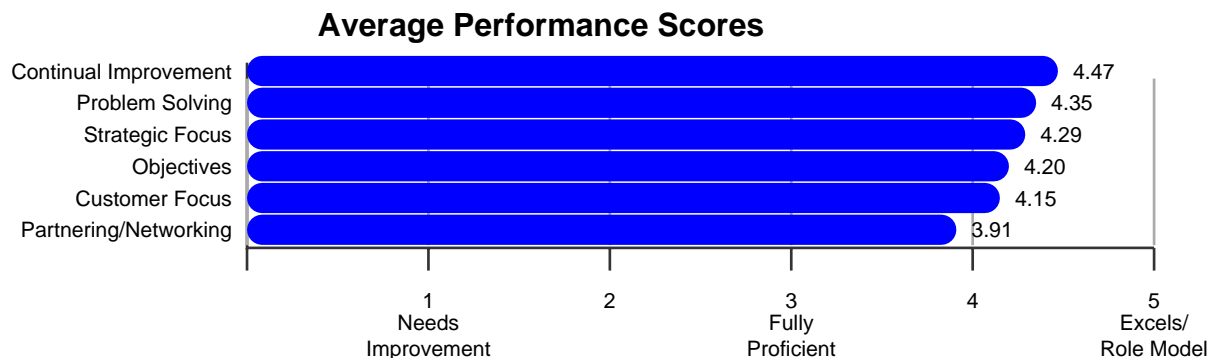
What to Do with Your Feedback

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.
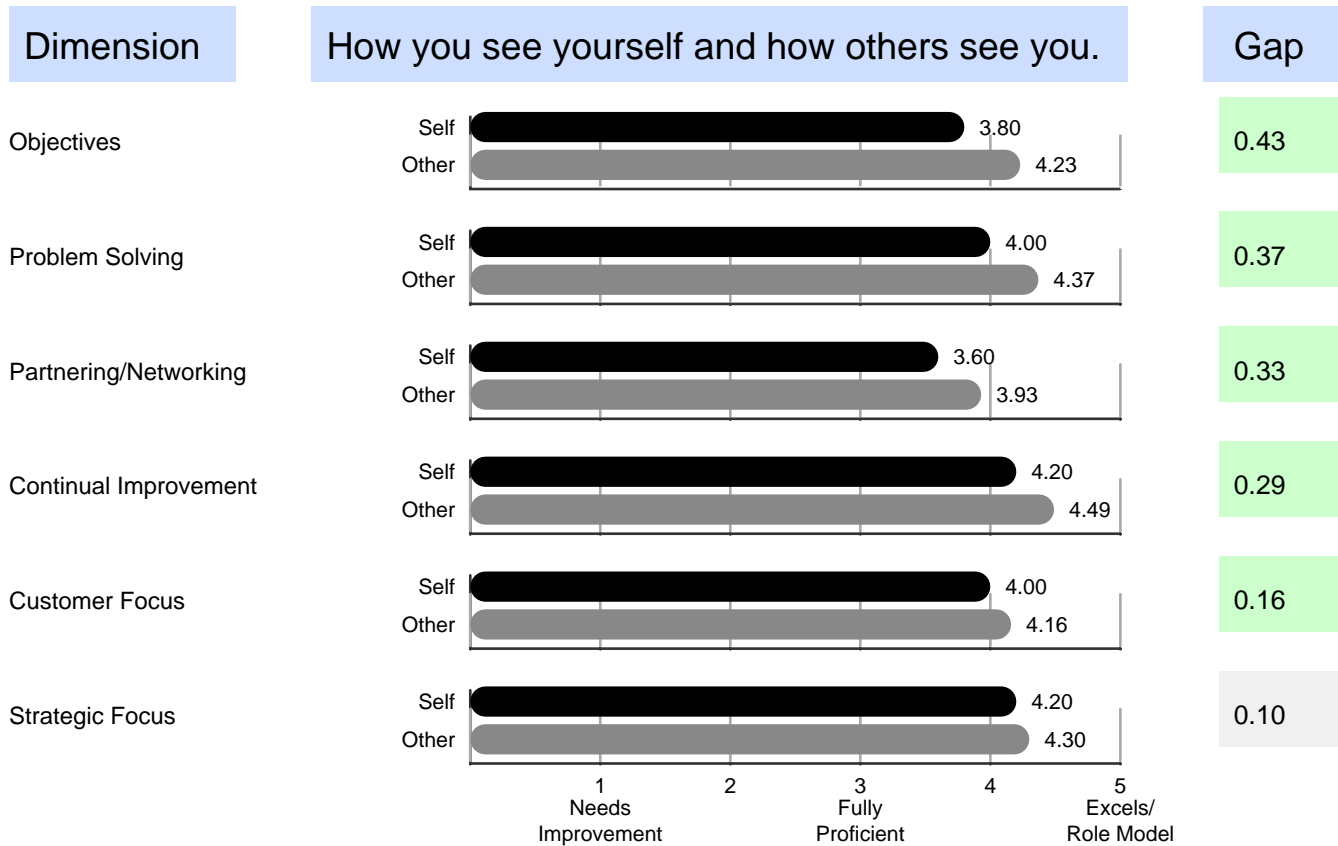
Summary

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.

Average Performance Scores

Dimension	Score
Continual Improvement	4.47
Problem Solving	4.35
Strategic Focus	4.29
Objectives	4.20
Customer Focus	4.15
Partnering/Networking	3.91

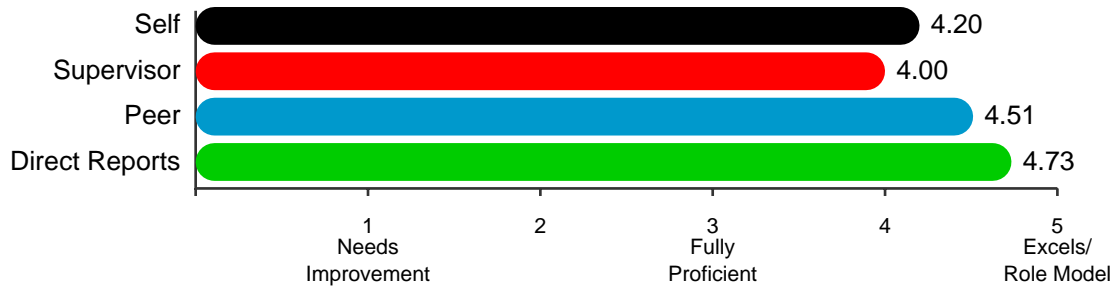Scale: 1 Needs Improvement — 3 Fully Proficient — 5 Excels/Role Model

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
Objectives	Self 3.80 / Other 4.23	0.43
Problem Solving	Self 4.00 / Other 4.37	0.37
Partnering/Networking	Self 3.60 / Other 3.93	0.33
Continual Improvement	Self 4.20 / Other 4.49	0.29
Customer Focus	Self 4.00 / Other 4.16	0.16
Strategic Focus	Self 4.20 / Other 4.30	0.10

Scale: 1 Needs Improvement — 3 Fully Proficient — 5 Excels/ Role Model

Continual Improvement

Summary Scores

1. Encourages an employee culture of continuous improvement to seek out better ways of doing things.

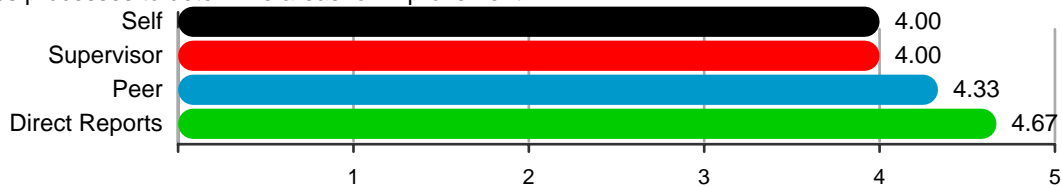2. Looks for ways to expand and learn new job skills.

3. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.

4. Looks for ways to expand current job responsibilities.

5. Analyzes processes to determine areas for 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 Improvement) to green (Excels/ Role Model).
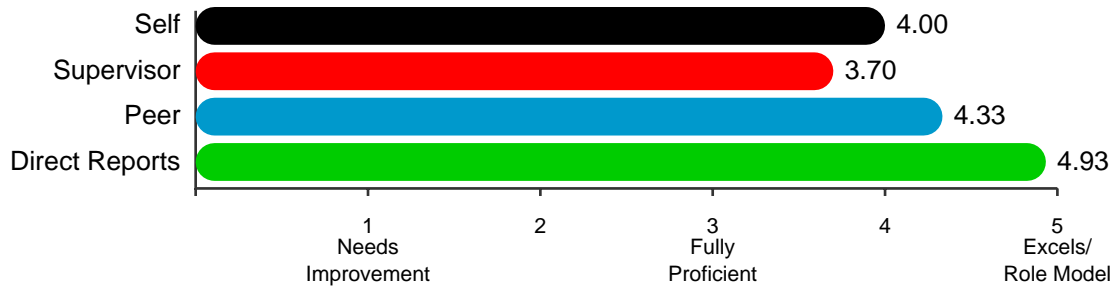
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.20	93.3	7%		67%		27%
2. Looks for ways to expand and learn new job skills.	15	4.87	100.0	13%		87%		
3. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.33	93.3	7%		53%		40%
4. Looks for ways to expand current job responsibilities.	15	4.60	93.3	7%	27%		67%	
5. Analyzes processes to determine areas for improvement.	15	4.33	93.3	7%		53%		40%

Comments:
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Detail oriented
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- She is always available to listen, lend a hand, or guide the staff when needed.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.

Problem Solving

Summary Scores

	Score
Self	4.00
Supervisor	3.70
Peer	4.33
Direct Reports	4.93

1 — Needs Improvement
3 — Fully Proficient
5 — Excels/ Role Model

6. Identifies and assesses all potential responses to a problem.

	Score
Self	4.00
Supervisor	3.00
Peer	4.33
Direct Reports	4.67

7. Generates alternative solutions to problems and challenges.

	Score
Self	4.00
Supervisor	3.00
Peer	4.22
Direct Reports	5.00

8. Works cooperatively with others to solve problems.

	Score
Self	4.00
Supervisor	4.00
Peer	4.33
Direct Reports	5.00

9. Able to balance the needs of different people in a solution to a problem.

	Score
Self	4.00
Supervisor	4.00
Peer	4.44
Direct Reports	5.00

10. Effective in solving problems.

	Score
Self	4.00
Supervisor	4.50
Peer	4.33
Direct Reports	5.00
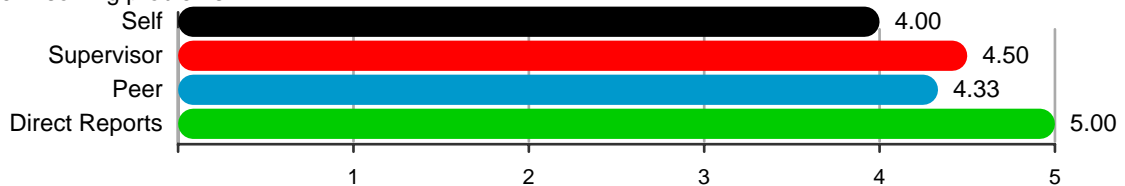
Level of Skill

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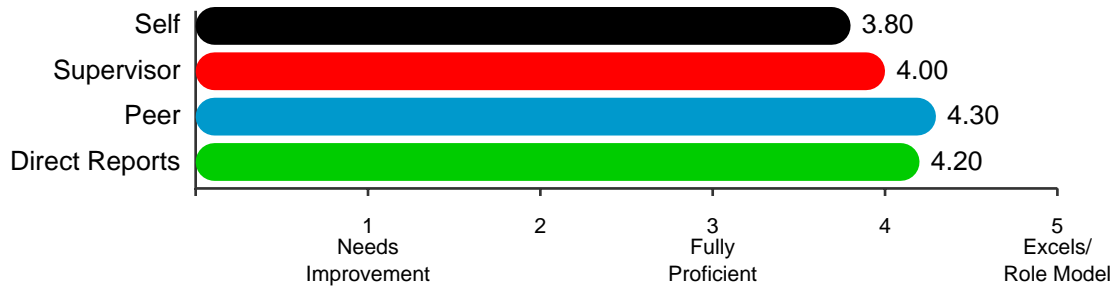
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Identifies and assesses all potential responses to a problem.	15	4.20	93.3	7%	60%			33%
7. Generates alternative solutions to problems and challenges.	15	4.20	86.7	13%	53%			33%
8. Works cooperatively with others to solve problems.	15	4.40	93.3	7%	47%		47%	
9. Able to balance the needs of different people in a solution to a problem.	15	4.47	93.3	7%	40%		53%	
10. Effective in solving problems.	15	4.47	93.3	7%	40%		53%	

Comments:

- I envy her versatility in working with a wide variety of issues and topics.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ listens to her staff and delegates responsibilities as appropriate.

Objectives

Summary Scores

	Score
Self	3.80
Supervisor	4.00
Peer	4.30
Direct Reports	4.20

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

11. Assures [Company] principles are understood, employed & pursued.

	Score
Self	4.00
Supervisor	4.00
Peer	4.56
Direct Reports	5.00

12. Organizes and schedules events, activities, and resources.

	Score
Self	4.00
Supervisor	4.00
Peer	4.33
Direct Reports	4.33

13. Sets long-term and short-term goals.

	Score
Self	4.00
Supervisor	4.50
Peer	4.33
Direct Reports	4.33

14. Consistently provides me with timely feedback for improving my performance.

	Score
Self	4.00
Supervisor	4.00
Peer	4.00
Direct Reports	3.67

15. Establishes goals and objectives.

	Score
Self	3.00
Supervisor	3.50
Peer	4.25
Direct Reports	3.67

1   2   3   4   5
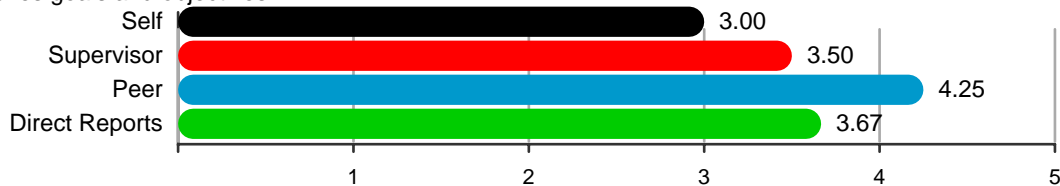
Level of Skill

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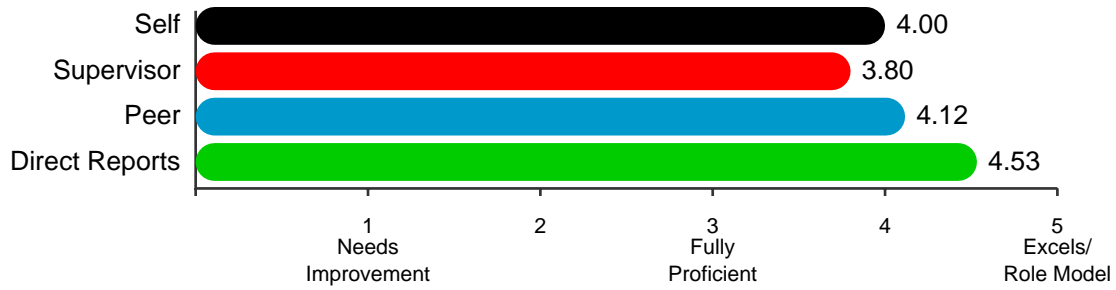
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Assures [Company] principles are understood, employed & pursued.	15	4.53	100.0		47%		53%	
12. Organizes and schedules events, activities, and resources.	15	4.27	100.0		73%			27%
13. Sets long-term and short-term goals.	15	4.33	100.0		67%			33%
14. Consistently provides me with timely feedback for improving my performance.	15	3.93	73.3	27%		53%		20%
15. Establishes goals and objectives.	14	3.93	71.4	7%	21%	43%		29%

Comments:

- She won't settle for less.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- Based on her customer satisfaction scores it is clear she has a strong team in place.

Customer Focus

Summary Scores

Self — 4.00
Supervisor — 3.80
Peer — 4.12
Direct Reports — 4.53

1 Needs Improvement — 2 — 3 Fully Proficient — 4 — 5 Excels/ Role Model

16. Develops strong customer relationships.

Self — 4.00
Supervisor — 3.50
Peer — 4.33
Direct Reports — 5.00

17. Does not hesitate to address customer concerns or complaints.

Self — 4.00
Supervisor — 4.00
Peer — 4.22
Direct Reports — 4.33

18. Considers customers point of view when making decisions.

Self — 4.00
Supervisor — 3.00
Peer — 4.00
Direct Reports — 4.33

19. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.

Self — 4.00
Supervisor — 4.50
Peer — 4.38
Direct Reports — 4.00

20. Consistently models positive customer service attitudes.

Self — 4.00
Supervisor — 4.00
Peer — 3.67
Direct Reports — 5.00

1 — 2 — 3 — 4 — 5

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 (Excels/ Role Model).
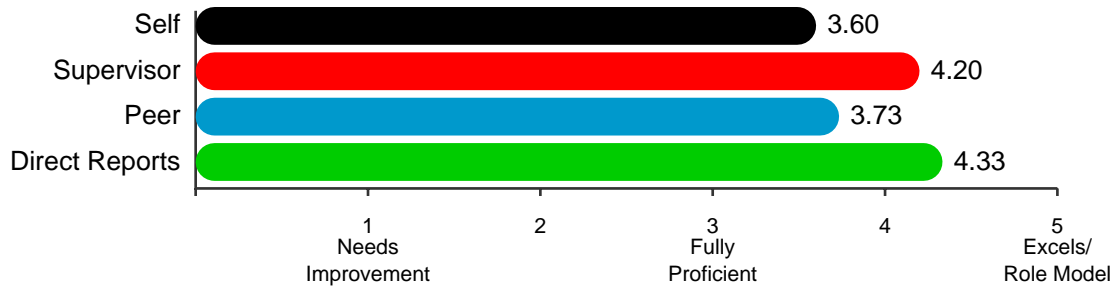
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Develops strong customer relationships.	15	4.33	86.7	13%	40%		47%
17. Does not hesitate to address customer concerns or complaints.	15	4.20	86.7	13%	53%		33%
18. Considers customers point of view when making decisions.	14	3.93	92.9	7%	86%		7%
19. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	14	4.29	92.9	7%	50%		43%
20. Consistently models positive customer service attitudes.	15	4.00	66.7	7%	27%	27%	40%

Comments:
- She has a calm demeanor and willingness to help with anything.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- Timely follow through.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally   received.

Partnering/Networking

Summary Scores

Self	3.60
Supervisor	4.20
Peer	3.73
Direct Reports	4.33

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              1           2           3           4           5
           Needs                    Fully                  Excels/
         Improvement              Proficient             Role Model
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21. Creates value within the Company by building networks.

Self	4.00
Supervisor	4.50
Peer	3.44
Direct Reports	5.00

22. Develops a sense of trust in subordinates so they can freely interact and share information with others.

Self	3.00
Supervisor	3.50
Peer	3.56
Direct Reports	3.33

23. Builds alliances between departments and teams.

Self	3.00
Supervisor	3.50
Peer	3.56
Direct Reports	4.00

24. Supports and encourages relationships that are created by diverse team members.

Self	4.00
Supervisor	4.50
Peer	4.00
Direct Reports	4.67

25. Capitalizes on partnerships and networks to enhance the Company's bottom line.

Self	4.00
Supervisor	5.00
Peer	4.11
Direct Reports	4.67

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              1           2           3           4           5
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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 (Excels/ Role Model).
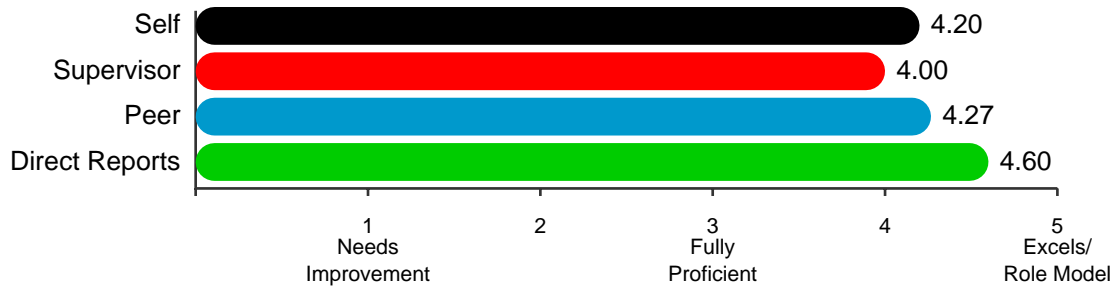
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Creates value within the Company by building networks.	15	3.93	66.7	13%	20%	27%	40%	
22. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	3.47	53.3	13%	33%	47%		7%
23. Builds alliances between departments and teams.	15	3.60	66.7	13%	20%	60%		7%
24. Supports and encourages relationships that are created by diverse team members.	15	4.20	86.7	7%	7%	47%	40%	
25. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	4.33	86.7	7%	7%	33%	53%	

Comments:

- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- ___ 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.
- There is room for improvement in all these elements.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
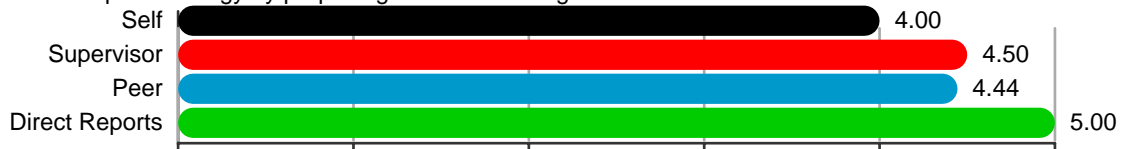
Strategic Focus

Summary Scores

Self	4.20
Supervisor	4.00
Peer	4.27
Direct Reports	4.60

1 Needs Improvement 2 3 Fully Proficient 4 5 Excels/ Role Model

26. Looks for opportunities to enhance contributions to the bottom line.

Self	4.00
Supervisor	3.50
Peer	3.89
Direct Reports	4.00

27. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.
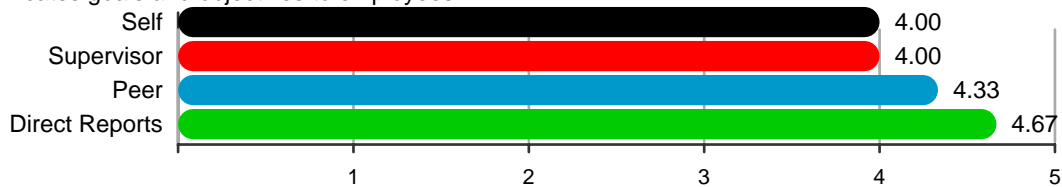
Self	4.00
Supervisor	3.50
Peer	4.11
Direct Reports	4.33

28. Able to decline a poor strategy by proposing alternate strategies.

Self	4.00
Supervisor	4.50
Peer	4.44
Direct Reports	5.00

29. Understands & contributes to development of strategic goals.

Self	5.00
Supervisor	4.50
Peer	4.56
Direct Reports	5.00

30. Communicates goals and objectives to employees.

Self	4.00
Supervisor	4.00
Peer	4.33
Direct Reports	4.67

1 2 3 4 5

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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Looks for opportunities to enhance contributions to the bottom line.	15	3.87	73.3	13%	13%	47%		27%
27. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	4.07	80.0	7%	13%	47%		33%
28. Able to decline a poor strategy by proposing alternate strategies.	15	4.53	100.0			47%		53%
29. Understands & contributes to development of strategic goals.	15	4.67	100.0			33%		67%
30. Communicates goals and objectives to employees.	15	4.33	100.0			67%		33%

Comments:
- She also has always been thankful for any help that I have given her.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- ___ is a rock amongst the management at [CompanyName].
- She can always be counted on to do what she commits to.
- She continues to be a shining example to her team especially in process improvement and professional growth.

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?

- She makes me feel like an important and valued team member.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- I appreciate ___'s reputation in the community and her advocation for the programs and initiatives implemented here at [CompanyName].
- I will always welcome ___'s direct, honest, caring feedback.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.

What do you like best about working with this individual?

- 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.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- She is approachable and easy to talk to.   In every interaction she is honest, encouraging, a great listener, and very supportive.

What do you like least about working with this individual?

- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ teams with others to improve communication and process.
- Completes variance analysis and identifies corrective actions.
- ___ is a very positive addition to our Management team.

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

- She is truly dedicated to doing a good job, by helping us do a good job.
- The department is lucky to have her.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- She is showing more comfort in providing and receiving critical feedback.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.

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

- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- Committment 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.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.

- ___ models teamwork; she is always wiling to go the extra mile to assist on a project or help a co-worker.

Any final comments?

- ___ is an outstanding listener and provides excellent feedback.   She keeps me up to date regarding system leadership goals and concerns.   This insight helps to guide division priorities.
- ___ is the shinning example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.
- She is passionate about providing the services necessary to meet the needs of our organization.
- ___ works to keep up but a lot of new concepts.
- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- ___ does not always follow through with things (ordering equipment).