Feedback Results

Your CompanyName Here

2025

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.
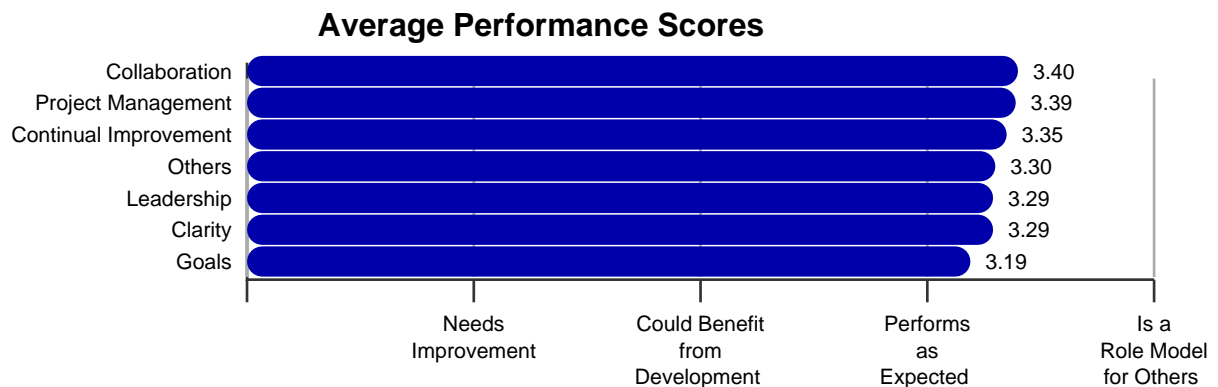
What to Do with Your Feedback

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 7 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
Collaboration	3.40
Project Management	3.39
Continual Improvement	3.35
Others	3.30
Leadership	3.29
Clarity	3.29
Goals	3.19

Scale: Needs Improvement — Could Benefit from Development — Performs as Expected — Is a Role Model for Others

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
Leadership	Self 2.67 / Other 3.33	0.67
Others	Self 2.83 / Other 3.33	0.50
Project Management	Self 3.00 / Other 3.42	0.42
Continual Improvement	Self 3.00 / Other 3.37	0.37
Collaboration	Self 3.11 / Other 3.42	0.31
Goals	Self 3.00 / Other 3.20	0.20
Clarity	Self 3.17 / Other 3.30	0.13

Scale:
1 Needs Improvement
2 Could Benefit from Development
3 Performs as Expected
4 Is a Role Model for Others

Collaboration

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	15	3.20	93.3	7%	67%		27%
2. Encourages teammates to settle their differences and work together.	15	3.87	100.0	13%	87%		
3. Creates an environment that encourages information sharing.	15	3.33	93.3	7%	53%		40%
4. Respects individual differences that contribute to solving problems.	15	3.60	93.3	7%	27%	67%	
5. Creates an environment of open and transparent communication.	15	3.33	93.3	7%	53%		40%
6. Encourages trust among committee members.	15	3.20	93.3	7%	60%		33%
7. Create an environment where collaboration and teamwork is encouraged.	15	3.20	86.7	13%	53%		33%
8. Willing to work with others to solve problems.	15	3.40	93.3	7%	47%		47%
9. Respects and utilizes diverse perspectives in addressing challenges.	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	2023	2024	Change	
1. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	3.29	3.20	-0.09	▼
2. Encourages teammates to settle their differences and work together.	3.65	3.87	+0.22	▲
3. Creates an environment that encourages information sharing.	3.18	3.33	+0.16	▲
4. Respects individual differences that contribute to solving problems.	3.41	3.60	+0.19	▲
5. Creates an environment of open and transparent communication.	3.24	3.33	+0.10	▲
6. Encourages trust among committee members.	3.24	3.20	-0.04	▼
7. Create an environment where collaboration and teamwork is encouraged.	3.41	3.20	-0.21	▼
8. Willing to work with others to solve problems.	3.24	3.40	+0.16	▲
9. Respects and utilizes diverse perspectives in addressing challenges.	3.18	3.47	+0.29	▲

Comments:
- He is very effective.
- He can ask a question and truly listen to the answer before giving feedback.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.

- He is all the above and more, have never worked with a more engaged leader.   His shoes will be difficult to fill.
- _____ has done a great job in most of the areas above.   He has really moved our services team forward in a very positive way.
- I think _____ is an excellent addition to the manager team.   As a new manager, he seems to be doing a great job!

Others

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Constructively receives criticism and suggestions from others.	15	3.47	93.3	7%	40%	53%	
11. ...treats others with respect and dignity.	15	3.53	100.0		47%	53%	
12. Consistently demonstrates ability and willingness to trust others.	15	3.27	100.0		73%	27%	
13. Works effectively with people from other departments.	15	3.33	100.0		67%	33%	
14. Forms working relationships with employees from other departments.	15	3.13	86.7	13%	60%	27%	
15. Works across boundaries within the organization.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2023	2024	Change
10. Constructively receives criticism and suggestions from others.	3.35	3.47	+0.11 ▲
11. ...treats others with respect and dignity.	3.47	3.53	+0.06 ▲
12. Consistently demonstrates ability and willingness to trust others.	3.47	3.27	-0.20 ▼
13. Works effectively with people from other departments.	3.35	3.33	-0.02 ▼
14. Forms working relationships with employees from other departments.	3.18	3.13	-0.04 ▼
15. Works across boundaries within the organization.	3.00	3.07	+0.07 ▲

Comments:
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- I think _____ has improved in his communication style and leadership style.   Where I would suggest improvement is he can escalate at times which tends to shut down team communication.   Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- I value _____'s advice and support as we realigned my department a few times this year.
- Collaboration with other departments and stakeholders is inconsistent.   When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor.   He seems hesitant to ask for feedback, review, or help.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- _____ is a wonderful person to work for.

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Looks for ways to improve work processes and procedures.	15	3.40	93.3	7%	47%		47%
17. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.27	93.3	7%	60%		33%
18. Looks for ways to expand and learn new job skills.	14	3.00	92.9	7%	79%		14%
19. Promotes training and development opportunities to enhance job performance.	15	3.47	100.0		53%		47%
20. Open to the suggestions from others.	15	3.40	93.3	7%	47%		47%
21. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	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	2023	2024	Change	
16. Looks for ways to improve work processes and procedures.	3.65	3.40	-0.25	▼
17. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.47	3.27	-0.20	▼
18. Looks for ways to expand and learn new job skills.	3.12	3.00	-0.12	▼
19. Promotes training and development opportunities to enhance job performance.	3.59	3.47	-0.12	▼
20. Open to the suggestions from others.	3.29	3.40	+0.11	▲
21. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.35	3.53	+0.18	▲

Comments:
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- _____ does not always follow through with things (ordering equipment).
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.

Leadership

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Acts decisively in implementing decisions.	15	3.00	80.0	20%	60%		20%
23. Sets specific, measurable, and challenging goals.	15	2.87	80.0	20%	73%		7%
24. Effectively leads others.	15	3.47	100.0		53%	47%	
25. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	3.67	100.0		33%	67%	
26. Leads team to set goals, solve problems, and accomplish tasks.	15	3.40	93.3	7%	47%	47%	
27. Holds others accountable for their actions.	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	2023	2024	Change
22. Acts decisively in implementing decisions.	3.00	3.00	
23. Sets specific, measurable, and challenging goals.	2.88	2.87	-0.02 ▼
24. Effectively leads others.	3.00	3.47	+0.47 ▲
25. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	3.76	3.67	-0.10 ▼
26. Leads team to set goals, solve problems, and accomplish tasks.	3.53	3.40	-0.13 ▼
27. Holds others accountable for their actions.	3.12	3.33	+0.22 ▲

Comments:
- Lean on team to help reduce burden and establish clear expectations.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ is always looking for ways to improve our workflow and values input from the team members.   On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Coordinates communication between the project team and stakeholders.	15	3.53	100.0			47%	53%
29. Successfully negotiated contracts with suppliers.	15	3.67	100.0			33%	67%
30. Maintains costs and expenses within budget limits.	15	3.33	100.0			67%	33%
31. Understands the budget constraints for the project.	15	3.20	86.7	13%		53%	33%
32. Estimates the duration for each phase of the project.	15	3.40	100.0			60%	40%
33. Identifies potential risks that could pose challenges to the project timeline.	15	3.20	86.7	13%		53%	33%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2023	2024	Change
28. Coordinates communication between the project team and stakeholders.	3.41	3.53	+0.12 ▲
29. Successfully negotiated contracts with suppliers.	3.59	3.67	+0.08 ▲
30. Maintains costs and expenses within budget limits.	3.41	3.33	-0.08 ▼
31. Understands the budget constraints for the project.	3.18	3.20	+0.02 ▲
32. Estimates the duration for each phase of the project.	3.35	3.40	+0.05 ▲
33. Identifies potential risks that could pose challenges to the project timeline.	3.18	3.20	+0.02 ▲

Comments:
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is a hands on leader in our program.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work

Goals

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Sets high expectations and goals; encourages others to support the organization.	15	3.27	93.3	7%	60%		33%
35. Makes sure that team members have a clear idea of our group's goals.	15	3.00	80.0	20%	60%		20%
36. Establishes and documents goals and objectives.	15	3.20	93.3	7%	67%		27%
37. Goal Setting	15	3.27	93.3	7%	60%		33%
38. Makes sure that I have a clear idea of our group's goals.	15	3.27	86.7	13%	47%		40%
39. Achieves goals.	15	3.13	86.7	13%	60%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2023	2024	Change
34. Sets high expectations and goals; encourages others to support the organization.	2.88	3.27	+0.38 ▲
35. Makes sure that team members have a clear idea of our group's goals.	3.18	3.00	-0.18 ▼
36. Establishes and documents goals and objectives.	3.18	3.20	+0.02 ▲
37. Goal Setting	3.35	3.27	-0.09 ▼
38. Makes sure that I have a clear idea of our group's goals.	3.24	3.27	+0.03 ▲
39. Achieves goals.	3.59	3.13	-0.45 ▼

Comments:
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- He recognized where I needed help and supported me in making the case to get it.
- He often involves his team in decision making and to determine how to achieve outcomes.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- His team members become frustrated and feel pushed away.   When this approach occurs often, it is discouraging to team members.

Clarity

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Provides a clear vision for the future.	15	3.40	93.3	7%	47%	47%	
41. Clearly explains responsibilities to individuals.	15	3.33	93.3	7%	53%	40%	
42. Communicates ideas and facts clearly and effectively in writing.	15	3.33	93.3	7%	53%	40%	
43. Is clear about goals that need to be achieved.	15	3.13	86.7	13%	60%	27%	
44. Makes sure employees understand why they were given certain assignments.	15	3.00	86.7	13%	73%	13%	
45. Clarifies problems and their causes to help employees correct them.	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	2023	2024	Change
40. Provides a clear vision for the future.	3.29	3.40	+0.11 ▲
41. Clearly explains responsibilities to individuals.	3.29	3.33	+0.04 ▲
42. Communicates ideas and facts clearly and effectively in writing.	3.41	3.33	-0.08 ▼
43. Is clear about goals that need to be achieved.	3.35	3.13	-0.22 ▼
44. Makes sure employees understand why they were given certain assignments.	3.18	3.00	-0.18 ▼
45. Clarifies problems and their causes to help employees correct them.	3.35	3.53	+0.18 ▲

Comments:
- Needs to have more face-to-face communications with other employees in the company.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- Sometimes his decisions aren't thought through from a financial perspective.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- _____ is an excellent manager.

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?

- _____ does an excellent job as a leader.   He has been presented with many challenges in the last year and has remained positive for his staff.
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with.   That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- He encourages teammates more as a peer than a coach.

What do you like best about working with this individual?

- _____ analyzes all situations before making a decision.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Always available to give us what we need to succeed.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.

What do you like least about working with this individual?

- I have enjoyed working with _____ and will miss his support and direction.
- _____ has the talent to use different Leadership styles to fit the situation.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- I know I can always count on _____ to consistently encourage collaboration and system perspective.

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

- He has grown as a manager in the last few months and it shows.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- Positive energy and a team player.
- he continues to make improvements in core competencies.
- _____ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.

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

- _____ has done a great job of continuing to grow and refine the service lines.
- 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 his expectations are clear, his communication is superb and there is a lot to learn from him.
- _____ is a wonderful collaborator and leader.   It is a treat to be able to work with him.
- _____ always goes above and beyond in his daily work.
- I have observed that _____ has made some very good decisions with his leadership team this year.   He values his team and sets clear expectations.   He is a team player when working on projects or issues and he always responds promptly to requests for assitance.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.

Any final comments?

- _____ is a great manager.   Very supportive of his staff.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- He is excellent at helping/coaching/problem-solving with others.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- Takes complete ownership of role and looks for ways to assist teammates.