



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.

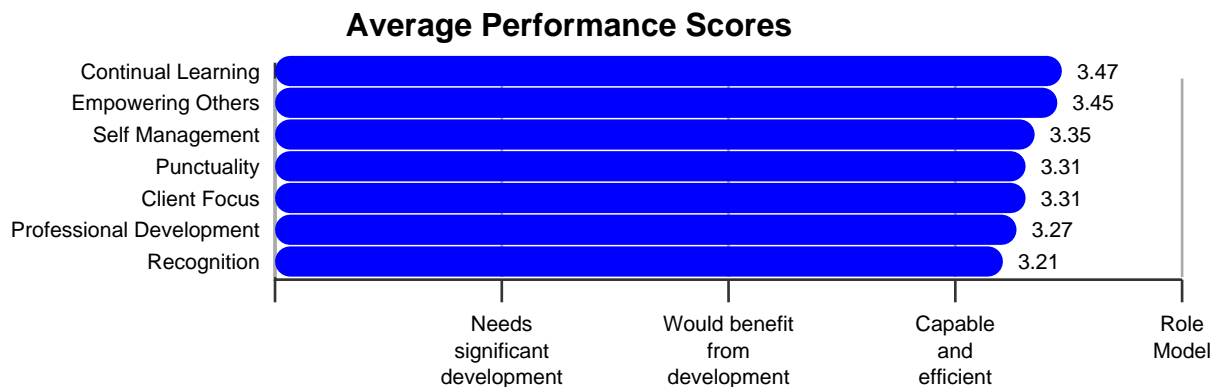
What to Do with Your Feedback

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

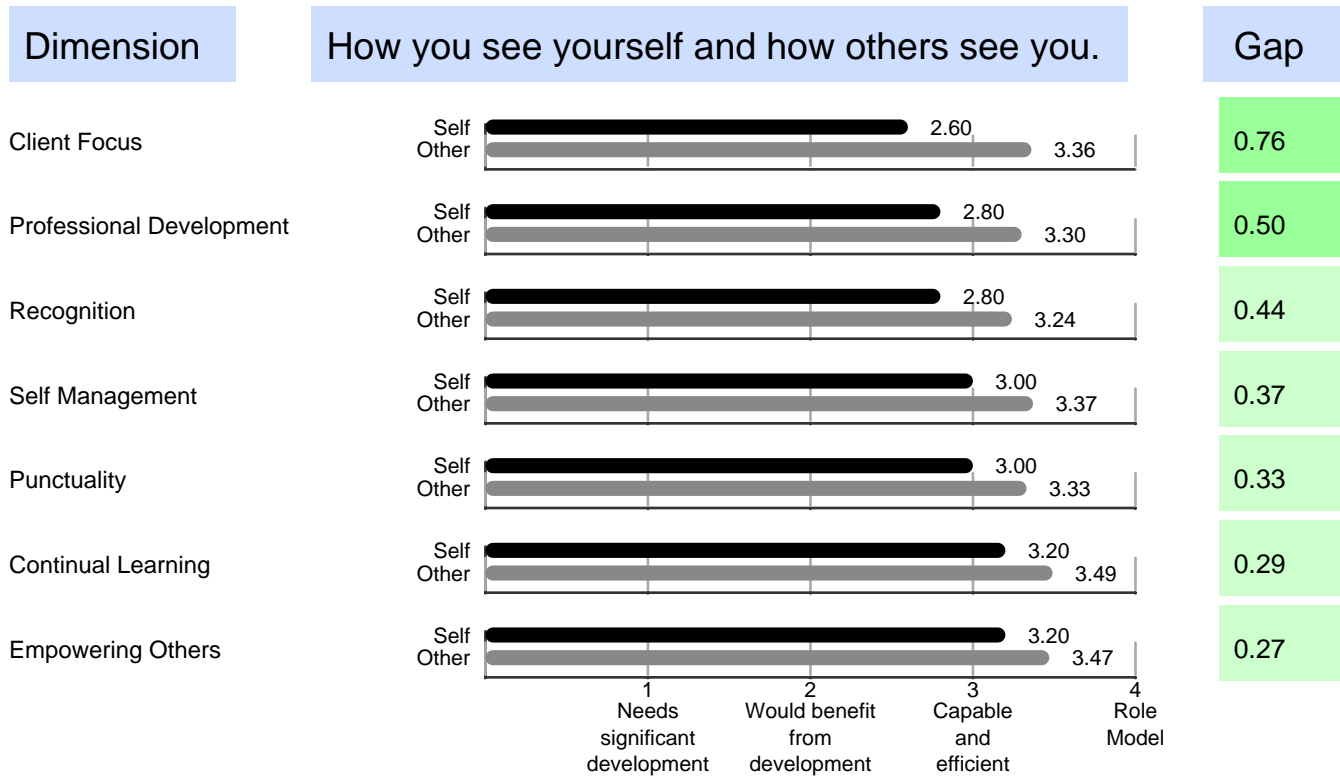
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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.



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
1. You take the initiative to learn new skills.	15	3.20	93.3	7%	67%		27%
2. You grasp new ideas, concepts, technical, or business knowledge.	15	3.87	100.0	13%	87%		
3. You improve on your skill sets.	15	3.33	93.3	7%	53%		40%
4. You are open to new ideas and concepts.	15	3.60	93.3	7%	27%	67%	
5. You share best practices with others and learn from others.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

Item	2022	2023	Change
1. You take the initiative to learn new skills.	3.29	3.20	-0.09 ▼
2. You grasp new ideas, concepts, technical, or business knowledge.	3.65	3.87	+0.22 ▲
3. You improve on your skill sets.	3.18	3.33	+0.16 ▲
4. You are open to new ideas and concepts.	3.41	3.60	+0.19 ▲
5. You share best practices with others and learn from others.	3.24	3.33	+0.10 ▲

Comments:

- [EmployeeName] At all times involved not only the employee but different perspectives in his/her work, so important in our role, to understand the customer's perspectives.

Self 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
6. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.20	93.3	7%	60%	33%	
7. You consciously control own negative emotions in order to keep team morale up.	15	3.20	86.7	13%	53%	33%	
8. You analyze interpersonal problems instead of reacting to them.	15	3.40	93.3	7%	47%	47%	
9. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.47	93.3	7%	40%	53%	
10. You use patience and self-control in working with customers and associates.	15	3.47	93.3	7%	40%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.24	3.20	-0.04 ▼
7. You consciously control own negative emotions in order to keep team morale up.	3.41	3.20	-0.21 ▼
8. You analyze interpersonal problems instead of reacting to them.	3.24	3.40	+0.16 ▲
9. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.18	3.47	+0.29 ▲
10. You use patience and self-control in working with customers and associates.	3.35	3.47	+0.11 ▲

Comments:

- [EmployeeName] can help us all by setting that expectation as we work as teams and in 1 on 1's.

Professional 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. You are contributing fully to the extent of your skills	15	3.53	100.0	47%	53%		
12. You encourage employees to take courses relevant to their job.	15	3.27	100.0	73%	27%		
13. You allow employees to fully participate in employee training and professional development.	15	3.33	100.0	67%	33%		
14. You seek opportunities for professional development.	15	3.13	86.7	13%	60%	27%	
15. You seek opportunities for continuous learning.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. You are contributing fully to the extent of your skills	3.47	3.53	+0.06 ▲
12. You encourage employees to take courses relevant to their job.	3.47	3.27	-0.20 ▼
13. You allow employees to fully participate in employee training and professional development.	3.35	3.33	-0.02 ▼
14. You seek opportunities for professional development.	3.18	3.13	-0.04 ▼
15. You seek opportunities for continuous learning.	3.00	3.07	+0.07 ▲

Comments:

- _____ knowledge of what's needed to take us to the next level (designation) is to be commended.
- [EmployeeName] collaborates well with other departments and managers.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. You invoice clients on a timely basis.	15	3.40	93.3	7%	47%	47%	
17. You start the workday when scheduled.	15	3.27	93.3	7%	60%	33%	
18. You conduct appointments at scheduled start time.	14	3.00	92.9	7%	79%	14%	
19. You avoid making personal phone calls during working hours.	15	3.47	100.0		53%	47%	
20. You start meetings on time.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
16. You invoice clients on a timely basis.	3.65	3.40	-0.25 ▼
17. You start the workday when scheduled.	3.47	3.27	-0.20 ▼
18. You conduct appointments at scheduled start time.	3.12	3.00	-0.12 ▼
19. You avoid making personal phone calls during working hours.	3.59	3.47	-0.12 ▼
20. You start meetings on time.	3.29	3.40	+0.11 ▲

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. You look for opportunities that have a positive impact on Clients.	15	3.53	100.0	47%	53%		
22. You ensure client commitments and requirements are met or exceeded	15	3.00	80.0	20%	60%	20%	
23. You are pro-active in dealing with clients and addressing your needs.	15	2.87	80.0	20%	73%	7%	
24. You obtain feedback to ensure client needs are being met.	15	3.47	100.0	53%	47%		
25. You maintain strong relationships with clients.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. You look for opportunities that have a positive impact on Clients.	3.35	3.53	+0.18 ▲
22. You ensure client commitments and requirements are met or exceeded	3.00	3.00	
23. You are pro-active in dealing with clients and addressing your needs.	2.88	2.87	-0.02 ▼
24. You obtain feedback to ensure client needs are being met.	3.00	3.47	+0.47 ▲
25. You maintain strong relationships with clients.	3.76	3.67	-0.10 ▼

Empowering 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. You provide support and resources needed to accomplish goals.	15	3.40	93.3	7%	47%	47%	
27. You demonstrate confidence in the abilities of subordinates.	15	3.33	93.3	7%	53%	40%	
28. You are aware of the skill levels of employees and assign tasks that are at the appropriate skill level.	15	3.53	100.0		47%	53%	
29. You avoid micromanaging your employees.	15	3.67	100.0		33%	67%	
30. You express confidence in the abilities of others.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2022	2023	Change
26. You provide support and resources needed to accomplish goals.	3.53	3.40	-0.13 ▼
27. You demonstrate confidence in the abilities of subordinates.	3.12	3.33	+0.22 ▲
28. You are aware of the skill levels of employees and assign tasks that are at the appropriate skill level.	3.41	3.53	+0.12 ▲
29. You avoid micromanaging your employees.	3.59	3.67	+0.08 ▲
30. You express confidence in the abilities of others.	3.41	3.33	-0.08 ▼

Recognition

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. You recognize the abilities and skills of self and others	15	3.20	86.7	13%	53%	33%	
32. You find opportunities to recognize others.	15	3.40	100.0		60%	40%	
33. You say "thank you" to show appreciation for work of others.	15	3.20	86.7	13%	53%	33%	
34. You readily share credit and gives others opportunity for visibility.	15	3.27	93.3	7%	60%	33%	
35. You compliment other people when they do good work	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

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

Item	2022	2023	Change
31. You recognize the abilities and skills of self and others	3.18	3.20	+0.02 ▲
32. You find opportunities to recognize others.	3.35	3.40	+0.05 ▲
33. You say "thank you" to show appreciation for work of others.	3.18	3.20	+0.02 ▲
34. You readily share credit and gives others opportunity for visibility.	2.88	3.27	+0.38 ▲
35. You compliment other people when they do good work	3.18	3.00	-0.18 ▼

Comments:

- _____ priorities are clear and appropriate, as _____ recognizes the importance of value added" and the benefits of Core Competency, and continuous improvement."

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?

- [EmployeeName] consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- At times I feel that [EmployeeName] presents things in meetings that _____'s not well-versed in. I would encourage him/her to be very familiar with the items he/she's presenting as his/her credibility, at times, suffers when he/she attempts to address something in meetings in his/her area that he/she's not well versed in.
- [EmployeeName] always engaged his/her staff and ensured he/she obtained everyone's ideas and opinions before moving forward on a project. [EmployeeName] invests in the projects he/she leds and follows them through to completion. [EmployeeName] always maintains a focus on the customers and how we as an organization can best serve our customers.
- Provide feedback to everyone on the team as feedback is available.
- Provides opportunities for more staff to grow professionally and encourages them.

What do you like best about working with this individual?

- [EmployeeName] continues to be a wonderful boss and mentor.
- His relaxed attitude.
- Definitely goes out of _____ way to involve the entire office in decisions that will affect us all.
- [EmployeeName] always makes decisions based on what is best for the department or organization.
- Always available to help whenever assistance is needed.
- [EmployeeName] pulls from the strengths of each of his/her staff. He/She utilizes them to the benefit of the department and to empower his/her employees to stay engaged and feel valued.

What do you like least about working with this individual?

- [EmployeeName] needs to delegate more effectively.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee.
- Not enough patience.
- Nothing.
- [EmployeeName] is a visionary, has a lot of experience and knows what is happening in marketing which is a benefit to the department and to the organization.

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

- [EmployeeName] demonstrates daily his/her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- [EmployeeName] remains visible and accessible when needed and he/she's always prompt to respond to email and phone messages.
- I admire _____ ability to see the big picture (both within our walls and outside our walls).
- [EmployeeName] always stays customer and community focused. He/She's also an excellent collaborator and always supportive and positive with others.
- Willingness to take on task that are outside the scope of her duties.
- [EmployeeName] is a wonderful partner to work with. He/She has been consistently responsive to issues or requests from my team.

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

- [EmployeeName] does a good job of mentoring and developing his/her team and capitalizing on the talent of each individual.
- I honestly can't think of anything.
- Needs to analyze all situations before making a decision.
- Provide quicker updates regarding the ERC for transparency.
- [EmployeeName] needs to be able to multitask in a variety of ways.

Any final comments?

- [EmployeeName] does a great job investigating an issue thinking it through before taking action.
- [EmployeeName] seems to have good knowledge and awareness of the strengths and talents of _____ staff (as well as their weaknesses).
- [EmployeeName] appears engaged, focused on improvement, and bettering the organization. He/She collaborates with other leaders and his/her staff to drive increases in service and efficiency. I feel like my team's needs are met and [EmployeeName] will respond to any escalation request or need for strategic planning positively and effectively.
- [EmployeeName] is always professional during interactions with staff.