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.
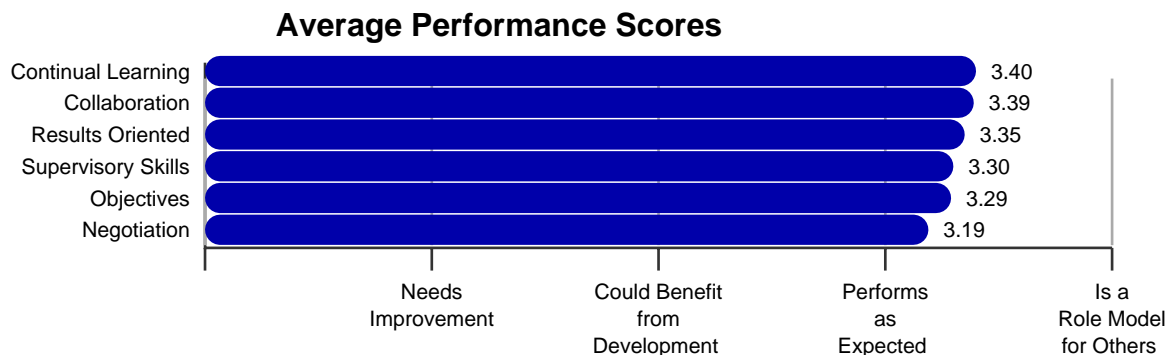
What to Do with Your Feedback

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 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 Learning	3.40
Collaboration	3.39
Results Oriented	3.35
Supervisory Skills	3.30
Objectives	3.29
Negotiation	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
Objectives	Self 2.67 / Other 3.33	0.67
Supervisory Skills	Self 2.83 / Other 3.33	0.50
Collaboration	Self 3.00 / Other 3.42	0.42
Results Oriented	Self 3.00 / Other 3.37	0.37
Continual Learning	Self 3.11 / Other 3.42	0.31
Negotiation	Self 3.00 / Other 3.20	0.20

Scale:
1 Needs Improvement
2 Could Benefit from Development
3 Performs as Expected
4 Is a Role Model for 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 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. Grasps new ideas, concepts, technical, or business knowledge.	15	3.20	93.3	7%	67%		27%
2. Builds on their strengths while addressing their weaknesses.	15	3.87	100.0	13%	87%		
3. Views setbacks as opportunities to learn from.	15	3.33	93.3	7%	53%		40%
4. Sets relevant learning objectives and goals.	15	3.60	93.3	7%	27%	67%	
5. Seeks opportunities to grow in skills and knowledge.	15	3.33	93.3	7%	53%		40%
6. Takes charge of their training and skills enhancement.	15	3.20	93.3	7%	60%		33%
7. Pursues self-improvement through continual learning.	15	3.20	86.7	13%	53%		33%
8. Takes the initiative to learn new skills.	15	3.40	93.3	7%	47%		47%
9. Participates in regular training offered.	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. Grasps new ideas, concepts, technical, or business knowledge.	3.29	3.20	-0.09 ▼
2. Builds on their strengths while addressing their weaknesses.	3.65	3.87	+0.22 ▲
3. Views setbacks as opportunities to learn from.	3.18	3.33	+0.16 ▲
4. Sets relevant learning objectives and goals.	3.41	3.60	+0.19 ▲
5. Seeks opportunities to grow in skills and knowledge.	3.24	3.33	+0.10 ▲
6. Takes charge of their training and skills enhancement.	3.24	3.20	-0.04 ▼
7. Pursues self-improvement through continual learning.	3.41	3.20	-0.21 ▼
8. Takes the initiative to learn new skills.	3.24	3.40	+0.16 ▲
9. Participates in regular training offered.	3.18	3.47	+0.29 ▲

Comments:
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- She is very astute, proactive in problem solving, and a great team member.
- 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.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.

- Takes complete ownership of role and looks for ways to assist teammates.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.

Supervisory Skills

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. Oversees the work of a group of employees.	15	3.47	93.3	7%	40%	53%	
11. Others emulate this supervisor's enthusiasm for work.	15	3.53	100.0		47%	53%	
12. Makes decisions based on all relevant information.	15	3.27	100.0		73%		27%
13. Instructs employees on the safest way to perform tasks.	15	3.33	100.0		67%		33%
14. Is fair and equitable in enforcement of work rules.	15	3.13	86.7	13%	60%		27%
15. Communicates equally well with all employees.	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	2023	2024	Change
10. Oversees the work of a group of employees.	3.35	3.47	+0.11 ▲
11. Others emulate this supervisor's enthusiasm for work.	3.47	3.53	+0.06 ▲
12. Makes decisions based on all relevant information.	3.47	3.27	-0.20 ▼
13. Instructs employees on the safest way to perform tasks.	3.35	3.33	-0.02 ▼
14. Is fair and equitable in enforcement of work rules.	3.18	3.13	-0.04 ▼
15. Communicates equally well with all employees.	3.00	3.07	+0.07 ▲

Comments:
- She has been influential in our focus on the future.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- ___ has a tough job, unclear role in an unclear world.   She has a great handle on current process and people.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- Her team members become frustrated and feel pushed away.   When this approach occurs often, it is discouraging to team members.

Results Oriented

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. Helps the team maintain focus on the goals.	15	3.40	93.3	7%	47%		47%
17. Sets benchmarks and milestones to measure progress toward the objectives.	15	3.27	93.3	7%	60%		33%
18. Directs team in prioritizing daily work activities	14	3.00	92.9	7%	79%		14%
19. Sets important goals for the department.	15	3.47	100.0		53%		47%
20. Does not become distracted by non-issues or interruptions.	15	3.40	93.3	7%	47%		47%
21. Strives to exceed performance benchmarks.	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. Helps the team maintain focus on the goals.	3.65	3.40	-0.25	▼
17. Sets benchmarks and milestones to measure progress toward the objectives.	3.47	3.27	-0.20	▼
18. Directs team in prioritizing daily work activities	3.12	3.00	-0.12	▼
19. Sets important goals for the department.	3.59	3.47	-0.12	▼
20. Does not become distracted by non-issues or interruptions.	3.29	3.40	+0.11	▲
21. Strives to exceed performance benchmarks.	3.35	3.53	+0.18	▲

Comments:
- I value ___ for so much more than her negotiating skills which are outstanding.
- 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.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Our organization is a better place because of her and her future focus.
- ___ is the consummate professional and pleasure to work with.
- She knows product and how to engage potential clients.

Objectives

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. Communicates goals and objectives to employees.	15	3.00	80.0	20%	60%		20%
23. Consistently provides me with timely feedback for improving my performance.	15	2.87	80.0	20%	73%		7%
24. Encourages me to take on greater responsibility.	15	3.47	100.0		53%	47%	
25. Organizes and schedules events, activities, and resources.	15	3.67	100.0		33%	67%	
26. Sets long-term and short-term goals.	15	3.40	93.3	7%	47%	47%	
27. Ability to establish realistic goals.	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. Communicates goals and objectives to employees.	3.00	3.00		
23. Consistently provides me with timely feedback for improving my performance.	2.88	2.87	-0.02	▼
24. Encourages me to take on greater responsibility.	3.00	3.47	+0.47	▲
25. Organizes and schedules events, activities, and resources.	3.76	3.67	-0.10	▼
26. Sets long-term and short-term goals.	3.53	3.40	-0.13	▼
27. Ability to establish realistic goals.	3.12	3.33	+0.22	▲

Comments:
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ makes great hiring choices.   she is clear on what needs to be done.
- She has helped make me a better manager through her actions and follow through.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].

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
28. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	15	3.53	100.0		47%	53%	
29. Works to create innovative ideas from the collaboration with others.	15	3.67	100.0		33%	67%	
30. Create an environment where collaboration and teamwork is encouraged.	15	3.33	100.0		67%	33%	
31. Fosters a cooperative environment rather than a highly competitive one.	15	3.20	86.7	13%	53%	33%	
32. Creates an environment that encourages information sharing.	15	3.40	100.0		60%	40%	
33. Works with other experts to solve problems.	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. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	3.41	3.53	+0.12 ▲
29. Works to create innovative ideas from the collaboration with others.	3.59	3.67	+0.08 ▲
30. Create an environment where collaboration and teamwork is encouraged.	3.41	3.33	-0.08 ▼
31. Fosters a cooperative environment rather than a highly competitive one.	3.18	3.20	+0.02 ▲
32. Creates an environment that encourages information sharing.	3.35	3.40	+0.05 ▲
33. Works with other experts to solve problems.	3.18	3.20	+0.02 ▲

Comments:
- ___'s leadership in finance and strategy is exemplary.   However, her ability to use her team and discuss direction is an area where she can improve.
- ___ collaborates well with other departments and managers.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- ___ is a great manager.   Very supportive of her staff.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.

Negotiation

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. Able to adapt to changing situations.	15	3.27	93.3	7%	60%		33%
35. Clearly understands the interests and choices of both parties.	15	3.00	80.0	20%	60%		20%
36. Stays calm and focuses on the core issues to be discussed.	15	3.20	93.3	7%	67%		27%
37. Able to influence others to accept certain positions.	15	3.27	93.3	7%	60%		33%
38. Able to express themselves in a clear, convincing, and logical manner.	15	3.27	86.7	13%	47%		40%
39. Influences others through rational argument and persuasion.	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. Able to adapt to changing situations.	2.88	3.27	+0.38	▲
35. Clearly understands the interests and choices of both parties.	3.18	3.00	-0.18	▼
36. Stays calm and focuses on the core issues to be discussed.	3.18	3.20	+0.02	▲
37. Able to influence others to accept certain positions.	3.35	3.27	-0.09	▼
38. Able to express themselves in a clear, convincing, and logical manner.	3.24	3.27	+0.03	▲
39. Influences others through rational argument and persuasion.	3.59	3.13	-0.45	▼

Comments:
- Outstanding leader.
- ___ always makes decisions based on what is best for the department or organization.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- She is a natural and perfect fit for the CFO position.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- ___ sets high standards for those she works with and expects the same of herself.

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?

- Need to take in all opinions, not just those of employees who are not always truthful....
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- Ready to tackle any given problem and help others finish 1st
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Needs to have more face-to-face communications with other employees in the company.

What do you like best about working with this individual?

- She knows her material and obviously loves the continued learning that defines best practices.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ is an amazing manager. She genuinely cares about her staff.
- I am having a hard time evaluating the last four.   ___ produces excellent materials and strategy for marketing and   business development.   I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- ___ is able to manage an ever-changing work load.   Her time management has improved over the last year, to promote a work-life balance.
- I do very much appreciate that ___ will support me in a decision when needed.

What do you like least about working with this individual?

- ___ is a very positive addition to our Management team.
- ___ applied her strong analytical skills to problem solving.
- She consistently helps us in problem solving a variety of issues.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.

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

- Collaboration and dissemination of information and projects is something ___ does well.
- I do very much appreciate that ___ will support me in a decision when needed.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.

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

- I enjoy working with ___.   I feel she is honest and has a desire to see improvement in the organization as a whole.   Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.
- ___ has improved in her interaction with other departments.   But this is an area that she could continue to work on.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.

Any final comments?

- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me.   If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me.   I find this to be very valuable.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along.   Unfortunately, that means she's had to personally fill big leadership gaps herself this past year.   I worry about her workload, but in the long run, it's better than hiring the wrong person.   She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- Positive attitude.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- She is very supportive of cross training and learning new skills.
- ___ meets and exceeds all of these leadership roles.