Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
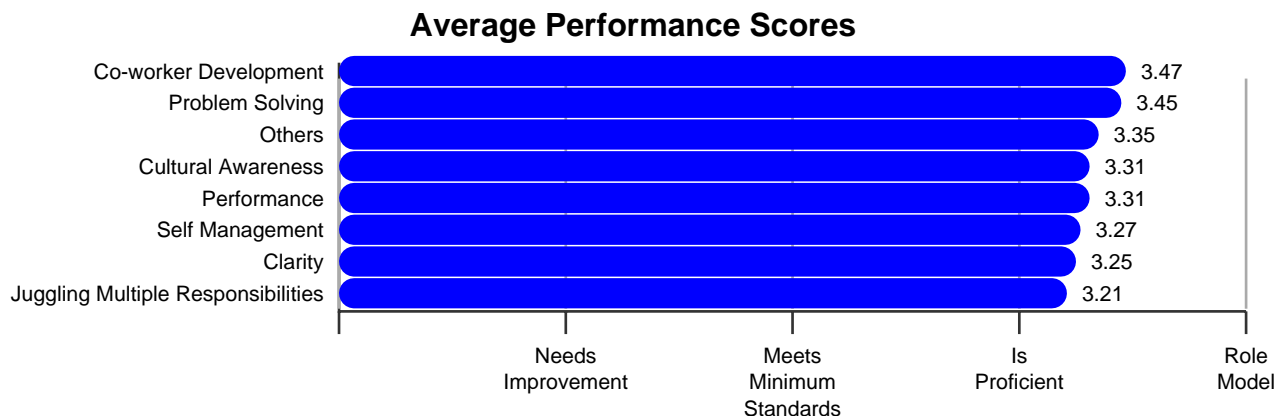
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
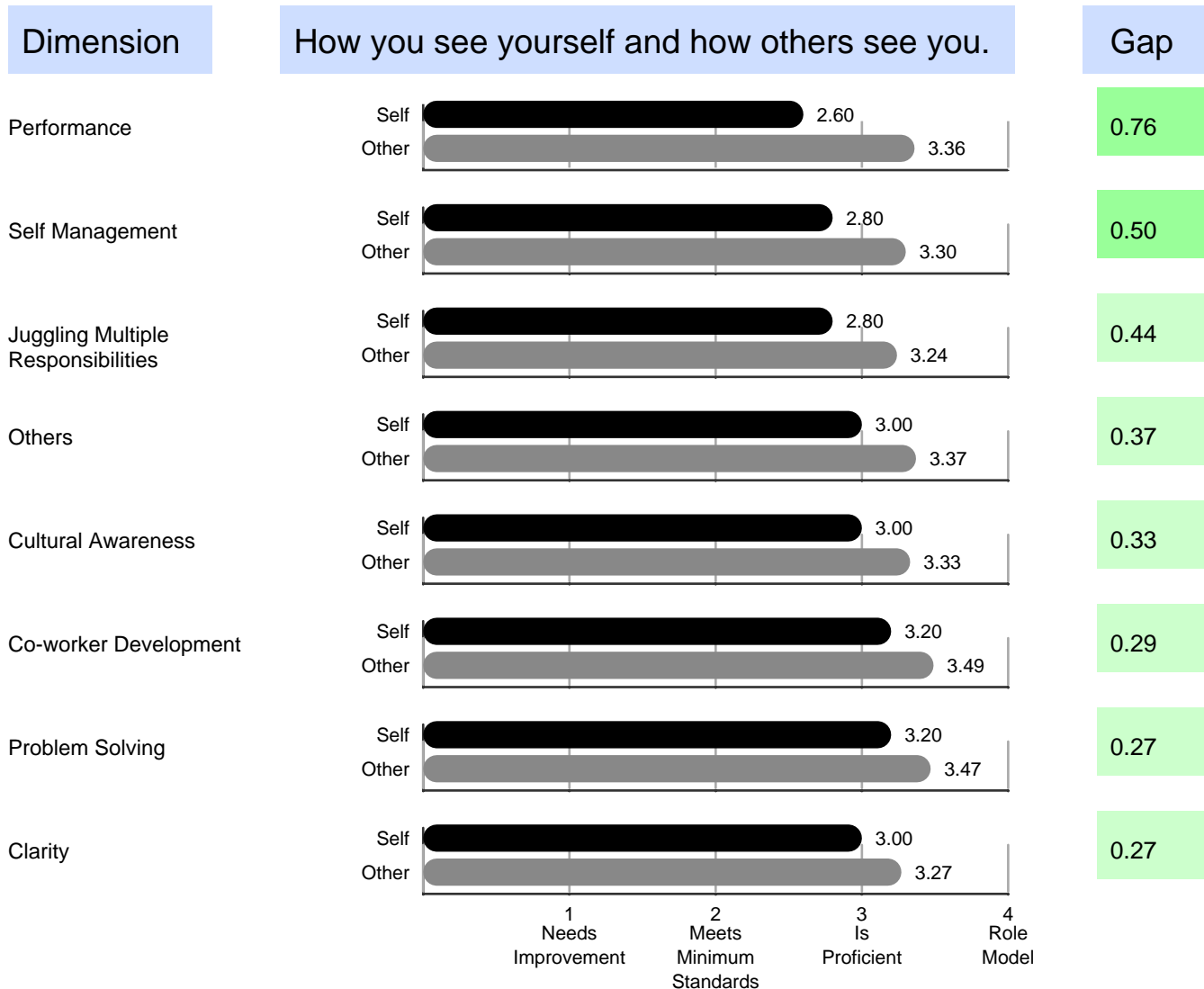
Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Co-worker Development	3.47
Problem Solving	3.45
Others	3.35
Cultural Awareness	3.31
Performance	3.31
Self Management	3.27
Clarity	3.25
Juggling Multiple Responsibilities	3.21

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — 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
Performance	Self 2.60 / Other 3.36	0.76
Self Management	Self 2.80 / Other 3.30	0.50
Juggling Multiple Responsibilities	Self 2.80 / Other 3.24	0.44
Others	Self 3.00 / Other 3.37	0.37
Cultural Awareness	Self 3.00 / Other 3.33	0.33
Co-worker Development	Self 3.20 / Other 3.49	0.29
Problem Solving	Self 3.20 / Other 3.47	0.27
Clarity	Self 3.00 / Other 3.27	0.27

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

Co-worker 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Works to identify root causes of performance problems	15	3.20	93.3	7%	67%		27%
2. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.87	100.0	13%	87%		
3. Takes immediate action on poor performance	15	3.33	93.3	7%	53%		40%
4. Gives others development opportunities through project assignments and increased job responsibilities	15	3.60	93.3	7%	27%	67%	
5. Sets and clearly communicates expectations, performance goals, and measurements to 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. Works to identify root causes of performance problems	3.29	3.20	-0.09	▼
2. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.65	3.87	+0.22	▲
3. Takes immediate action on poor performance	3.18	3.33	+0.16	▲
4. Gives others development opportunities through project assignments and increased job responsibilities	3.41	3.60	+0.19	▲
5. Sets and clearly communicates expectations, performance goals, and measurements to others	3.24	3.33	+0.10	▲

Comments:
- ___ does a great job of keeping the lines of communication and this is appreciated.
- She is very supportive of us and the job we do.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- She is very knowledgeable and is always willing to lend a helping hand!
- ___ is a valued member of the department.
- By applying vision, strategy and activation in her day to day decisions she aspires us to be the best leaders we can be.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Respects the opinions of other employees.	15	3.20	93.3	7%	60%		33%
7. Consistently demonstrates ability and willingness to trust others.	15	3.20	86.7	13%	53%		33%
8. Works across boundaries within the organization.	15	3.40	93.3	7%	47%		47%
9. Treats others with respect and dignity.	15	3.47	93.3	7%	40%		53%
10. Is able to see issues from others' perspectives.	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. Respects the opinions of other employees.	3.24	3.20	-0.04 ▼
7. Consistently demonstrates ability and willingness to trust others.	3.41	3.20	-0.21 ▼
8. Works across boundaries within the organization.	3.24	3.40	+0.16 ▲
9. Treats others with respect and dignity.	3.18	3.47	+0.29 ▲
10. Is able to see issues from others' perspectives.	3.35	3.47	+0.11 ▲

Comments:
- I really enjoy her mentorship.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName].   She deserves recognition for this.
- She is showing more comfort in providing and receiving critical feedback.
- She communicates well to all staff and we know what is expected of us.
- She is also very enthusiastic and energetic.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Analyzes interpersonal problems instead of reacting to them.	15	3.53	100.0		47%	53%	
12. Steps away from a situation to process appropriate response.	15	3.27	100.0		73%		27%
13. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.33	100.0		67%		33%
14. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.13	86.7	13%	60%		27%
15. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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. Analyzes interpersonal problems instead of reacting to them.	3.47	3.53	+0.06 ▲
12. Steps away from a situation to process appropriate response.	3.47	3.27	-0.20 ▼
13. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.35	3.33	-0.02 ▼
14. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.18	3.13	-0.04 ▼
15. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.00	3.07	+0.07 ▲

Comments:
- ___ has excellent job and people skills.
- ___ is extremely supportive of her staff with   their assigned directors/managers.   Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process.   She supported me by making time to go to the meetings with myself and the director.   I greatly appreciated this.
- She sets a good example for personal growth.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.

Cultural Awareness

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Values the opinions of diverse groups and individual.	15	3.40	93.3	7%	47%		47%
17. Recognizes and values individual and cultural differences.	15	3.27	93.3	7%	60%		33%
18. Treats others with dignity and respect.	14	3.00	92.9	7%	79%		14%
19. Seeks out different viewpoints and benefits from different perspectives.	15	3.47	100.0		53%		47%
20. Fosters a diverse workforce free from discrimination and harassment.	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. Values the opinions of diverse groups and individual.	3.65	3.40	-0.25 ▼
17. Recognizes and values individual and cultural differences.	3.47	3.27	-0.20 ▼
18. Treats others with dignity and respect.	3.12	3.00	-0.12 ▼
19. Seeks out different viewpoints and benefits from different perspectives.	3.59	3.47	-0.12 ▼
20. Fosters a diverse workforce free from discrimination and harassment.	3.29	3.40	+0.11 ▲

Comments:
- She is very customer focused and this reflects in her division leadership and performance.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- ___ has excellent communication skills with both staff and her management team.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- ___ has been instrumental in the working relationship of our department.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.

Performance

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Able to organize work.	15	3.53	100.0			47%	53%
22. Listens and responds to issues and problems	15	3.00	80.0	20%	60%		20%
23. Sets a high standard for job performance.	15	2.87	80.0	20%	73%		7%
24. Has great overall performance	15	3.47	100.0		53%	47%	
25. ...Overall Performance	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. Able to organize work.	3.35	3.53	+0.18 ▲
22. Listens and responds to issues and problems	3.00	3.00	
23. Sets a high standard for job performance.	2.88	2.87	-0.02 ▼
24. Has great overall performance	3.00	3.47	+0.47 ▲
25. ...Overall Performance	3.76	3.67	-0.10 ▼

Comments:
- She is a great manager and person to work for/with.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- ___ is a great asset to our department.   She is always available when issues arise & help is needed to solve problems.
- Manager routinely demonstrates all of the above characteristics, as marked
- ___ has excellent communication skills with both staff and her management team.
- Needs to have more face-to-face communications with other employees in the company.

Problem Solving

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Is a good problem solver and decision maker	15	3.40	93.3	7%	47%		47%
27. Identifies and assesses all potential responses to a problem.	15	3.33	93.3	7%	53%		40%
28. Solves problems using logic and insight.	15	3.53	100.0		47%		53%
29. Actively seeks the root cause of a problem.	15	3.67	100.0		33%	67%	
30. Works cooperatively with others to solve problems.	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. Is a good problem solver and decision maker	3.53	3.40	-0.13 ▼
27. Identifies and assesses all potential responses to a problem.	3.12	3.33	+0.22 ▲
28. Solves problems using logic and insight.	3.41	3.53	+0.12 ▲
29. Actively seeks the root cause of a problem.	3.59	3.67	+0.08 ▲
30. Works cooperatively with others to solve problems.	3.41	3.33	-0.08 ▼

Comments:
- ___ is a pleasure to work with.
- I look to her for guidance and support.   It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- ___ exemplifies outstanding professionalism.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques.   One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff.   Not only will this focus discussions, but it will let others know that we all share similar values.
- ___ is a great manager, committed to each employee in our department.
- ___ listens to her staff and delegates responsibilities as appropriate.

Juggling Multiple Responsibilities

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	3.20	86.7	13%	53%		33%
32. Plans and organizes continuously while performing all other responsibilities and activities.	15	3.40	100.0		60%		40%
33. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.20	86.7	13%	53%		33%
34. Prioritizes tasks for efficiency.	15	3.27	93.3	7%	60%		33%
35. Ranks the importance of tasks to make sure critical tasks are completed first.	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. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	3.18	3.20	+0.02 ▲
32. Plans and organizes continuously while performing all other responsibilities and activities.	3.35	3.40	+0.05 ▲
33. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.18	3.20	+0.02 ▲
34. Prioritizes tasks for efficiency.	2.88	3.27	+0.38 ▲
35. Ranks the importance of tasks to make sure critical tasks are completed first.	3.18	3.00	-0.18 ▼

Comments:
- Does excellent job, always.
- She has great sense of vision and purpose for the division and organization as a whole.
- Is a natural leader with her personality.   I believe more experience would make her a more effective leader.
- Additional feedback and communication.
- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Maintains clarity in goals and objectives.	15	3.20	93.3	7%	67%		27%
37. Clearly explains the vision and goals of the company.	15	3.27	93.3	7%	60%		33%
38. Checks details thoroughly.	15	3.27	86.7	13%	47%		40%
39. Communicates ideas and facts clearly and effectively in writing.	15	3.13	86.7	13%	60%		27%
40. Provides a clear vision for the future.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change	
36. Maintains clarity in goals and objectives.	3.18	3.20	+0.02	▲
37. Clearly explains the vision and goals of the company.	3.35	3.27	-0.09	▼
38. Checks details thoroughly.	3.24	3.27	+0.03	▲
39. Communicates ideas and facts clearly and effectively in writing.	3.59	3.13	-0.45	▼
40. Provides a clear vision for the future.	3.29	3.40	+0.11	▲

Comments:
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- She has been and is a mentor for me.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- I appreciate ___'s reputation in the community and her advocation for the programs and initiatives implemented here at [CompanyName].

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?

- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- I envy her versatility in working with a wide variety of issues and topics.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ has made great strides with increasing communication and teamwork within her reports.

What do you like best about working with this individual?

- 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.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- ___ is a team player and effective in her role.

What do you like least about working with this individual?

- She is a dedicated person who inspires excellence in both staff and customer service.
- ___ is an excellent Director.
- She is detailed when presenting a plan.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear.   I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us.   I really appreciate ___ !
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.

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

- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- Does above and beyond work consistently
- She has consistently been a strong advocate for me and my team.
- Provide and solicit more frequent feedback.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.

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

- She correctly sets limits, and expectations of her managers.
- As mentioned above, good collaboration.
- ___ is a pleasure to work with.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- Her integrity is never in question.   I appreciate her ability to partner with me on issues between the VP and my unit.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.

Any final comments?

- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- When in need, she picks the appropriate person to conquer a task or assignment.   She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- The front line people in the department struggle to keep up with this very fast paced environment.   I do not know what ___ has done with this but needs to be addressed and improved.
- Employees were not encouraged to do anything besides come to work.