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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.

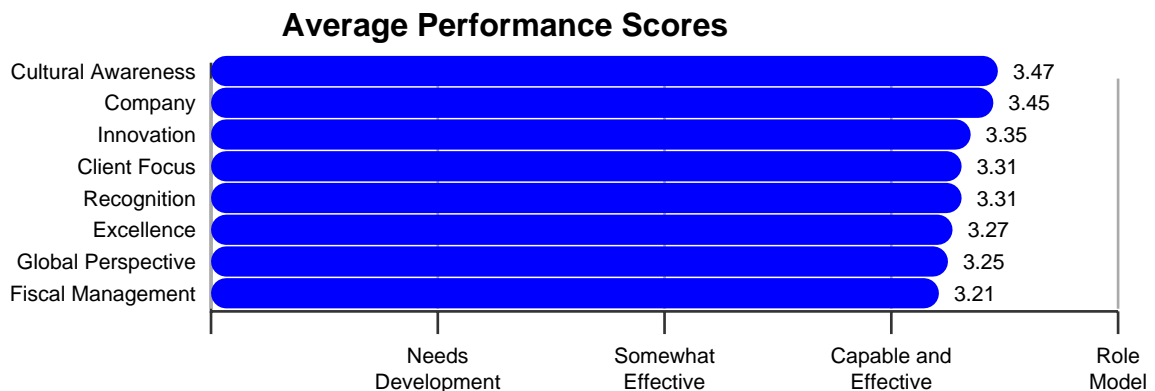
## What to Do with Your Feedback

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

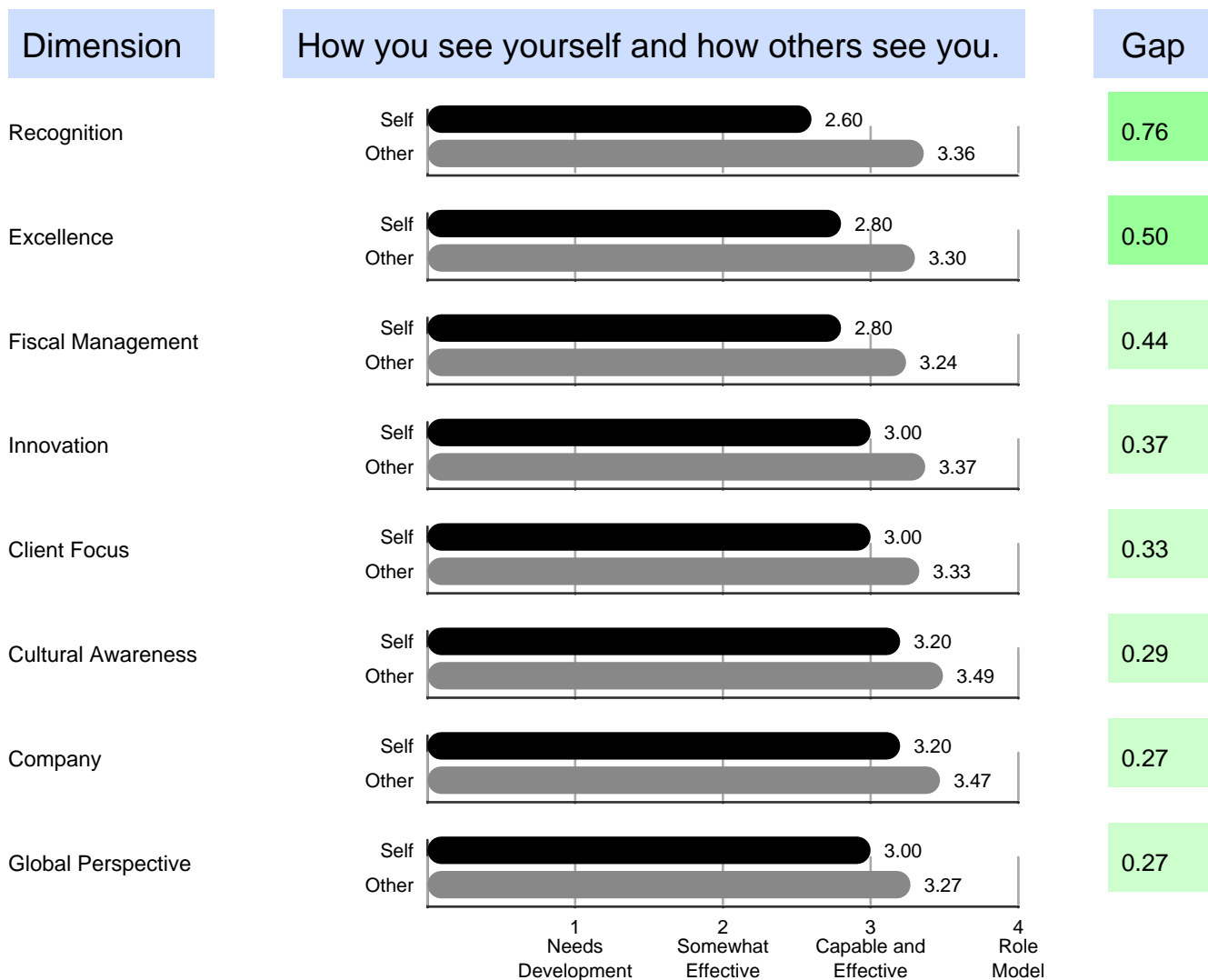
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



## 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.



## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. You foster a diverse workforce free from discrimination and harassment.	15	3.20	93.3	7%	67%		27%
2. You recognize and value individual and cultural differences.	15	3.87	100.0	13%	87%		
3. You seek out different viewpoints and benefits from different perspectives.	15	3.33	93.3	7%	53%		40%
4. You encourage a work environment where individual differences are valued.	15	3.60	93.3	7%	27%	67%	
5. You value the opinions of diverse groups and individual.	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 foster a diverse workforce free from discrimination and harassment.	3.29	3.20	-0.09 ▼
2. You recognize and value individual and cultural differences.	3.65	3.87	+0.22 ▲
3. You seek out different viewpoints and benefits from different perspectives.	3.18	3.33	+0.16 ▲
4. You encourage a work environment where individual differences are valued.	3.41	3.60	+0.19 ▲
5. You value the opinions of diverse groups and individual.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_\_\_ does not always follow through with things (ordering equipment).
- He translated the creative thinking into real change and solution that advanced our department.
- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- I have worked on several performance improvement projects with \_\_\_\_\_ and have appreciated his knowledge and reliability with collaboration.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.

## Innovation

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. You foster a creative and innovative work environment.	15	3.20	93.3	7%	60%	33%	
7. You take risks to advance important ideas.	15	3.20	86.7	13%	53%	33%	
8. You build upon the ideas and solutions of others.	15	3.40	93.3	7%	47%	47%	
9. You find creative ways to get things done with limited resources.	15	3.47	93.3	7%	40%	53%	
10. You offer constructive improvements to existing systems.	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 foster a creative and innovative work environment.	3.24	3.20	-0.04 ▼
7. You take risks to advance important ideas.	3.41	3.20	-0.21 ▼
8. You build upon the ideas and solutions of others.	3.24	3.40	+0.16 ▲
9. You find creative ways to get things done with limited resources.	3.18	3.47	+0.29 ▲
10. You offer constructive improvements to existing systems.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_\_\_ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- \_\_\_\_\_ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, \_\_\_\_\_ has been very successful in managing this difficult change.
- Have persistence and tenacity
- \_\_\_\_\_ is an excellent Director.
- \_\_\_\_\_ is a wonderful person to work for.
- \_\_\_\_\_ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.

## Excellence

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. You keep yourself and others focused on constant improvement.	15	3.53	100.0	47%	53%		
12. You produce high quality work.	15	3.27	100.0	73%	27%		
13. You demonstrate the analytical skills to do your job.	15	3.33	100.0	67%	33%		
14. You demonstrate the functional or technical skills necessary to do your job.	15	3.13	86.7	13%	60%	27%	
15. You are planful and organized.	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 keep yourself and others focused on constant improvement.	3.47	3.53	+0.06 ▲
12. You produce high quality work.	3.47	3.27	-0.20 ▼
13. You demonstrate the analytical skills to do your job.	3.35	3.33	-0.02 ▼
14. You demonstrate the functional or technical skills necessary to do your job.	3.18	3.13	-0.04 ▼
15. You are planful and organized.	3.00	3.07	+0.07 ▲

### Comments:

- He is open to feedback and actively tries to improve.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- \_\_\_\_\_ works very well with other departments.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. You obtain feedback to ensure client needs are being met.	15	3.40	93.3	7%	47%	47%	
17. You form strong client relationships	15	3.27	93.3	7%	60%	33%	
18. You ensure client commitments and requirements are met or exceeded	14	3.00	92.9	7%	79%	14%	
19. You look for opportunities that have a positive impact on Clients.	15	3.47	100.0		53%	47%	
20. You maintain strong relationships with clients.	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 obtain feedback to ensure client needs are being met.	3.65	3.40	-0.25 ▼
17. You form strong client relationships	3.47	3.27	-0.20 ▼
18. You ensure client commitments and requirements are met or exceeded	3.12	3.00	-0.12 ▼
19. You look for opportunities that have a positive impact on Clients.	3.59	3.47	-0.12 ▼
20. You maintain strong relationships with clients.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- A willingness and flexibility to pitch in help where needed is important.
- \_\_\_\_\_ is a great team member who cares about his team, the quality of his work, and the organization.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- \_\_\_\_\_ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. You readily share credit and gives others opportunity for visibility.	15	3.53	100.0	47%	53%		
22. You say "thank you" to show appreciation for work of others.	15	3.00	80.0	20%	60%	20%	
23. You reinforce and reward employees for accomplishing necessary goals.	15	2.87	80.0	20%	73%	7%	
24. You recognize the abilities and skills of self and others	15	3.47	100.0	53%	47%		
25. You let employees know when they have done well	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 readily share credit and gives others opportunity for visibility.	3.35	3.53	+0.18 ▲
22. You say "thank you" to show appreciation for work of others.	3.00	3.00	
23. You reinforce and reward employees for accomplishing necessary goals.	2.88	2.87	-0.02 ▼
24. You recognize the abilities and skills of self and others	3.00	3.47	+0.47 ▲
25. You let employees know when they have done well	3.76	3.67	-0.10 ▼

### Comments:

- Provides reinforcement and feedback within the context of the overall business strategy.
- \_\_\_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- We are striving to meet best practice standards.
- I have observed that \_\_\_\_\_ is always professional and respectful towards myself and others. He asks for our input before making decisions.



## Company

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. You understand the use of [Company] products and services.	15	3.40	93.3	7%	47%	47%	
27. You express loyalty and dedication to [Company] in interactions with others.	15	3.33	93.3	7%	53%	40%	
28. You attend [Company] gatherings and social events.	15	3.53	100.0		47%	53%	
29. You impress upon others the important aspects of [Company].	15	3.67	100.0		33%	67%	
30. You understand how decisions impact other business units beyond your immediate department of work group.	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 understand the use of [Company] products and services.	3.53	3.40	-0.13 ▼
27. You express loyalty and dedication to [Company] in interactions with others.	3.12	3.33	+0.22 ▲
28. You attend [Company] gatherings and social events.	3.41	3.53	+0.12 ▲
29. You impress upon others the important aspects of [Company].	3.59	3.67	+0.08 ▲
30. You understand how decisions impact other business units beyond your immediate department of work group.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_\_\_ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_\_\_'s work.
- He is such a model for leaders throughout our organization.
- \_\_\_\_\_ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- \_\_\_\_\_ is very sharp and plays a vital role in this organization

## Fiscal 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. You monitor expenses and verify the need for items purchased.	15	3.20	86.7	13%	53%	33%	
32. You develop budgets and plans for various programs and initiatives.	15	3.40	100.0		60%	40%	
33. You keep excellent records for financial transparency.	15	3.20	86.7	13%	53%	33%	
34. You ensure others follow the correct rules and regulations on fiscal matters.	15	3.27	93.3	7%	60%	33%	
35. You develop of the department's annual budget.	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 monitor expenses and verify the need for items purchased.	3.18	3.20	+0.02 ▲
32. You develop budgets and plans for various programs and initiatives.	3.35	3.40	+0.05 ▲
33. You keep excellent records for financial transparency.	3.18	3.20	+0.02 ▲
34. You ensure others follow the correct rules and regulations on fiscal matters.	2.88	3.27	+0.38 ▲
35. You develop of the department's annual budget.	3.18	3.00	-0.18 ▼

### Comments:

- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- \_\_\_\_\_ juggles a lot of responsibilities and appears to have it all under control.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- \_\_\_\_\_ is a wonderful person to work for.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

## Global Perspective

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. You facilitate open communication with individuals from other countries.	15	3.20	93.3	7%	67%	27%	
37. You engage in problem solving with individuals outside of the country.	15	3.27	93.3	7%	60%	33%	
38. You are able to work with others from different cultures and countries.	15	3.27	86.7	13%	47%	40%	
39. You form strong client relationships with international partners.	15	3.13	86.7	13%	60%	27%	
40. You are aware of the culture, behaviors, identities and beliefs of others.	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. You facilitate open communication with individuals from other countries.	3.18	3.20	+0.02 ▲
37. You engage in problem solving with individuals outside of the country.	3.35	3.27	-0.09 ▼
38. You are able to work with others from different cultures and countries.	3.24	3.27	+0.03 ▲
39. You form strong client relationships with international partners.	3.59	3.13	-0.45 ▼
40. You are aware of the culture, behaviors, identities and beliefs of others.	3.29	3.40	+0.11 ▲

### Comments:

- His years of experience and wisdom are generously shared and appreciated.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- He can always be counted on to do what he commits to.
- Personality. Great Mentor and Leader. Talented.
- In the area of 'Communication skills' I would like to see \_\_\_\_\_ be more direct in his oral delivery.
- I appreciate his helpful and cheerful outlook!

## 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 an outstanding manager.
- \_\_\_\_\_ is very knowledgeable, honest, and consistent in his leadership decisions.
- \_\_\_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- 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.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- Where do I even start to articulate how much I value about working with \_\_\_\_\_? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as \_\_\_\_\_ is.

### What do you like best about working with this individual?

- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- \_\_\_\_\_ is a valued member of the department.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- \_\_\_\_\_'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- It's a pleasure to work with \_\_\_\_\_ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- \_\_\_\_\_ manages everyone else time very well. He puts everything out there, his soul, his time and his energy all to ensure a good outcome.

### What do you like least about working with this individual?

- \_\_\_\_\_ excels at customer service and keeping our team focused on the customer.
- He is open to feedback and actively tries to improve.
- Where do I even start to articulate how much I value about working with \_\_\_\_\_? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as \_\_\_\_\_ is.
- Take charge without being pushed to do so.
- \_\_\_\_\_ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.

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

- Uses his people skills to change negative situations into positive.
- \_\_\_\_\_ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- \_\_\_\_\_ works very well with other departments.
- \_\_\_\_\_ is a great asset to the team. We are grateful to have him.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- \_\_\_\_\_ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.

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

- I have appreciated \_\_\_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- Provide more frequent development feedback.
- In my opinion, \_\_\_\_\_ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop \_\_\_\_\_.
- He is very astute, proactive in problem solving, and a great team member.
- Communication to staff has greatly improved.
- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.

### Any final comments?

- \_\_\_\_\_ has a good perspective on the organization as a whole.
- \_\_\_\_\_ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- He walks the walk and talks the talk.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- He has been a great addition to the company.
- He removes barriers so that we can do our job to the best of our ability.