



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.

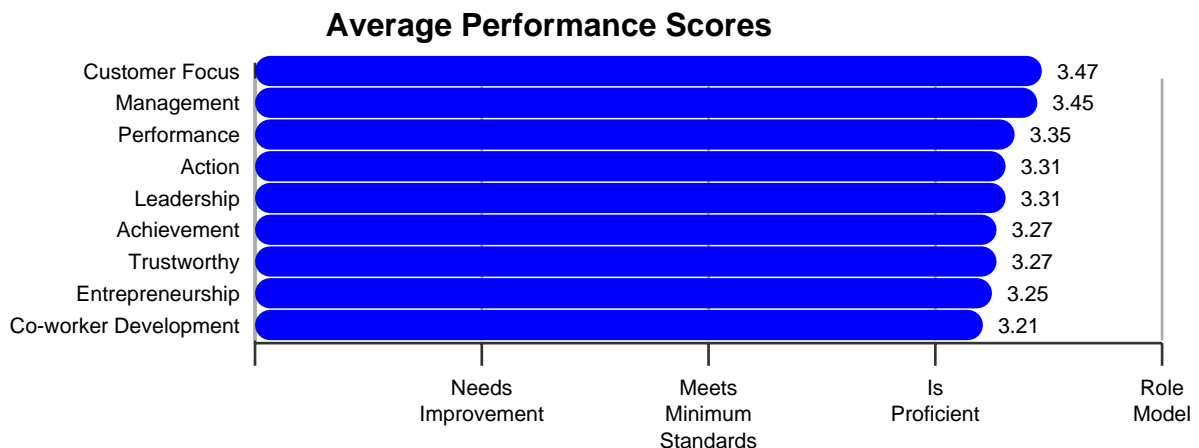
What to Do with Your Feedback

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

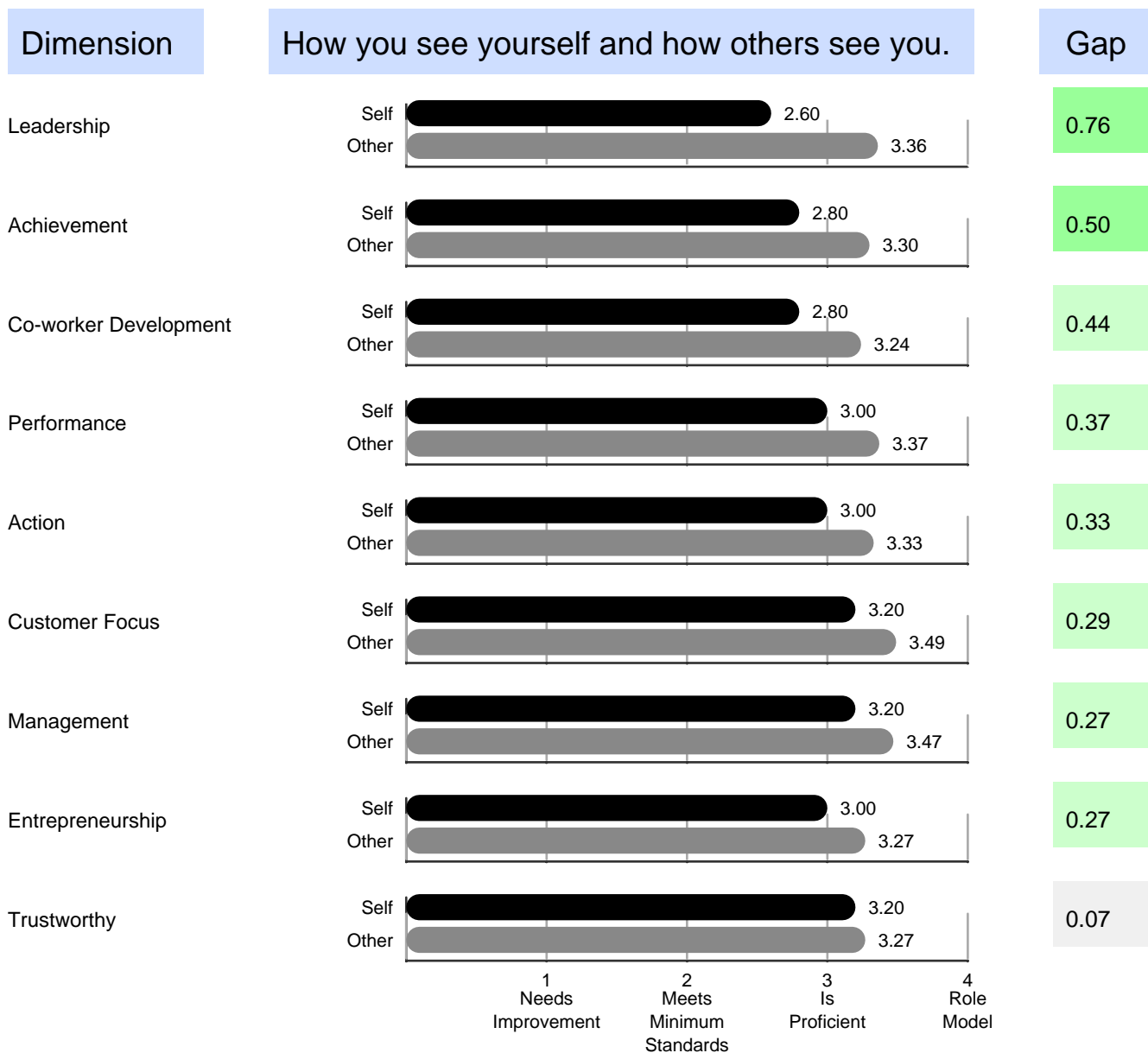
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Customer 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Does not hesitate to address customer concerns or complaints.	15	3.20	93.3	7%	67%		27%
2. ...friendliness and courtesy	15	3.87	100.0	13%	87%		
3. Consistently models positive customer service attitudes.	15	3.33	93.3	7%	53%		40%
4. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.60	93.3	7%	27%	67%	
5. Develops strong customer relationships.	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. Does not hesitate to address customer concerns or complaints.	3.29	3.20	-0.09 ▼
2. ...friendliness and courtesy	3.65	3.87	+0.22 ▲
3. Consistently models positive customer service attitudes.	3.18	3.33	+0.16 ▲
4. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.41	3.60	+0.19 ▲
5. Develops strong customer relationships.	3.24	3.33	+0.10 ▲

Comments:

- He is also quick to tap into his past experiences in attempting to find the best solution.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- He knows what his customers needs and seeks to find the best individual to fill those roles.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.

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
6. Sets a high standard for job performance.	15	3.20	93.3	7%	60%		33%
7. Able to organize work.	15	3.20	86.7	13%	53%		33%
8. ...Produce Quality	15	3.40	93.3	7%	47%		47%
9. Effectively organizes resources and plans	15	3.47	93.3	7%	40%		53%
10. Effective in performing his/her job.	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. Sets a high standard for job performance.	3.24	3.20	-0.04 ▼
7. Able to organize work.	3.41	3.20	-0.21 ▼
8. ...Produce Quality	3.24	3.40	+0.16 ▲
9. Effectively organizes resources and plans	3.18	3.47	+0.29 ▲
10. Effective in performing his/her job.	3.35	3.47	+0.11 ▲

Comments:

- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- He is the only manager in the department to help us when we are short.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

Achievement

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. Takes calculated risks to achieve higher levels of performance.	15	3.53	100.0	47%	53%		
12. Strives to exceed standards of performance.	15	3.27	100.0	73%	27%		
13. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.33	100.0	67%	33%		
14. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	3.13	86.7	13%	60%	27%	
15. Is results oriented.	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. Takes calculated risks to achieve higher levels of performance.	3.47	3.53	+0.06 ▲
12. Strives to exceed standards of performance.	3.47	3.27	-0.20 ▼
13. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	3.35	3.33	-0.02 ▼
14. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	3.18	3.13	-0.04 ▼
15. Is results oriented.	3.00	3.07	+0.07 ▲

Comments:

- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- I really enjoy his mentorship.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- He is beginning to reach out to the other managers more, and it is appreciated.
- He is a great teammate!
- Good Team Player! Good decision making skills. A hard worker.

Action

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. Is not afraid to take corrective action when necessary.	15	3.40	93.3	7%	47%	47%	
17. Gets the job done.	15	3.27	93.3	7%	60%	33%	
18. Displays high energy and enthusiasm on consistent basis.	14	3.00	92.9	7%	79%	14%	
19. Makes effective decisions, even when under pressure.	15	3.47	100.0		53%	47%	
20. Drives and mobilizes others progress toward goals.	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. Is not afraid to take corrective action when necessary.	3.65	3.40	-0.25 ▼
17. Gets the job done.	3.47	3.27	-0.20 ▼
18. Displays high energy and enthusiasm on consistent basis.	3.12	3.00	-0.12 ▼
19. Makes effective decisions, even when under pressure.	3.59	3.47	-0.12 ▼
20. Drives and mobilizes others progress toward goals.	3.29	3.40	+0.11 ▲

Comments:

- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- I envy his versatility in working with a wide variety of issues and topics.
- I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- He is a great leader.
- He is willing to fill in with daily workload when we are short staffed.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Holds others accountable for their actions.	15	3.53	100.0	47%	53%		
22. Highly effective supervisor.	15	3.00	80.0	20%	60%	20%	
23. Motivates and challenges employees to attain a shared vision.	15	2.87	80.0	20%	73%	7%	
24. Provides resources to enable individuals to develop professionally.	15	3.47	100.0	53%	47%		
25. Gives inspiring presentations or discussions.	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. Holds others accountable for their actions.	3.35	3.53	+0.18 ▲
22. Highly effective supervisor.	3.00	3.00	
23. Motivates and challenges employees to attain a shared vision.	2.88	2.87	-0.02 ▼
24. Provides resources to enable individuals to develop professionally.	3.00	3.47	+0.47 ▲
25. Gives inspiring presentations or discussions.	3.76	3.67	-0.10 ▼

Comments:

- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.

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
26. Keep staff informed about what is happening in the company	15	3.40	93.3	7%	47%	47%	
27. Is ready to offer help	15	3.33	93.3	7%	53%	40%	
28. Sets an example for others to follow	15	3.53	100.0		47%	53%	
29. Takes responsibility for things that go wrong	15	3.67	100.0		33%	67%	
30. Delegate tasks effectively	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. Keep staff informed about what is happening in the company	3.53	3.40	-0.13 ▼
27. Is ready to offer help	3.12	3.33	+0.22 ▲
28. Sets an example for others to follow	3.41	3.53	+0.12 ▲
29. Takes responsibility for things that go wrong	3.59	3.67	+0.08 ▲
30. Delegate tasks effectively	3.41	3.33	-0.08 ▼

Comments:

- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.

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
31. Takes immediate action on poor performance	15	3.20	86.7	13%	53%	33%	
32. Provides ongoing feedback to co-workers on their development progress	15	3.40	100.0		60%	40%	
33. Works to identify root causes of performance problems	15	3.20	86.7	13%	53%	33%	
34. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.27	93.3	7%	60%	33%	
35. Gives others development opportunities through project assignments and increased job responsibilities	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. Takes immediate action on poor performance	3.18	3.20	+0.02 ▲
32. Provides ongoing feedback to co-workers on their development progress	3.35	3.40	+0.05 ▲
33. Works to identify root causes of performance problems	3.18	3.20	+0.02 ▲
34. Adapts coaching and mentoring approach to meet the style or needs of individuals	2.88	3.27	+0.38 ▲
35. Gives others development opportunities through project assignments and increased job responsibilities	3.18	3.00	-0.18 ▼

Comments:

- I have observed _____ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- Willingness to pitch in, desire to grow, and a great attitude.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.

Entrepreneurship

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. Takes the initiative to complete tasks.	15	3.20	93.3	7%	67%		27%
37. Can work effectively in an environment of uncertainty.	15	3.27	93.3	7%	60%		33%
38. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.27	86.7	13%	47%		40%
39. Encourages risk taking for developing potential business opportunities.	15	3.13	86.7	13%	60%		27%
40. Understands the processes and various stages of business development.	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. Takes the initiative to complete tasks.	3.18	3.20	+0.02 ▲
37. Can work effectively in an environment of uncertainty.	3.35	3.27	-0.09 ▼
38. Devotes a certain amount of time and effort to developing new business opportunities.	3.24	3.27	+0.03 ▲
39. Encourages risk taking for developing potential business opportunities.	3.59	3.13	-0.45 ▼
40. Understands the processes and various stages of business development.	3.29	3.40	+0.11 ▲

Comments:

- He is the only manager in the department to help us when we are short.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.

Trustworthy

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
41. Is a person you can trust.	15	3.33	93.3	7%	53%	40%	
42. Demonstrates congruence between statements and actions.	15	3.33	93.3	7%	53%	40%	
43. Takes ownership, delivers on commitments	15	3.13	86.7	13%	60%	27%	
44. Takes care to maintain confidential information.	15	3.00	86.7	13%	73%	13%	
45. Builds and maintains the trust of others.	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	2022	2023	Change
41. Is a person you can trust.	3.29	3.33	+0.04 ▲
42. Demonstrates congruence between statements and actions.	3.41	3.33	-0.08 ▼
43. Takes ownership, delivers on commitments	3.35	3.13	-0.22 ▼
44. Takes care to maintain confidential information.	3.18	3.00	-0.18 ▼
45. Builds and maintains the trust of others.	3.35	3.53	+0.18 ▲

Comments:

- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- He is such a positive person and always willing to pitch in where help is needed.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team 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?

- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- _____ is a team player and effective in his role.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- _____ always goes above and beyond in his daily work.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.

What do you like best about working with this individual?

- _____ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- Take charge without being pushed to do so.
- He's a good and reliable team member.

What do you like least about working with this individual?

- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- _____ has brought a much needed positive change to [CompanyName].
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- _____ has nothing but [CompanyName]'s best interest at heart.
- _____ is the absolute definition of team player.

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

- _____ leads by example.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- He is a real advocate for the customers. Excellent department and computer skills
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- Uses visual aids to communicate progress to your team.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.

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

- _____ is a strong leader & mentor.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- Provides reinforcement and feedback within the context of the overall business strategy.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.

Any final comments?

- Difficult to reach sometimes and often does not respond to messages at all.
- He is such a model for leaders throughout our organization.
- He has an open door policy and is available when needed.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- Manager engages in all categories described above as marked.
- He is beginning to reach out to the other managers more, and it is appreciated.