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.
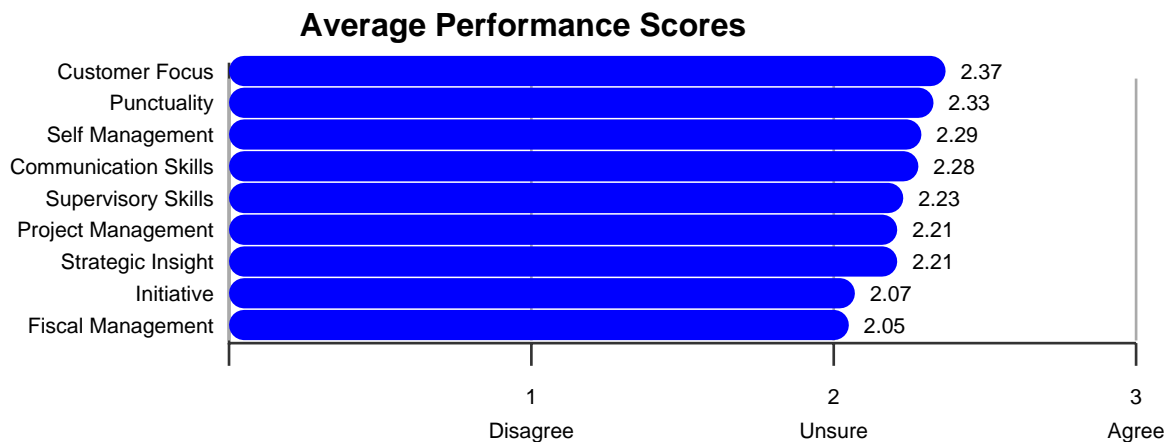
What to Do with Your Feedback

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.
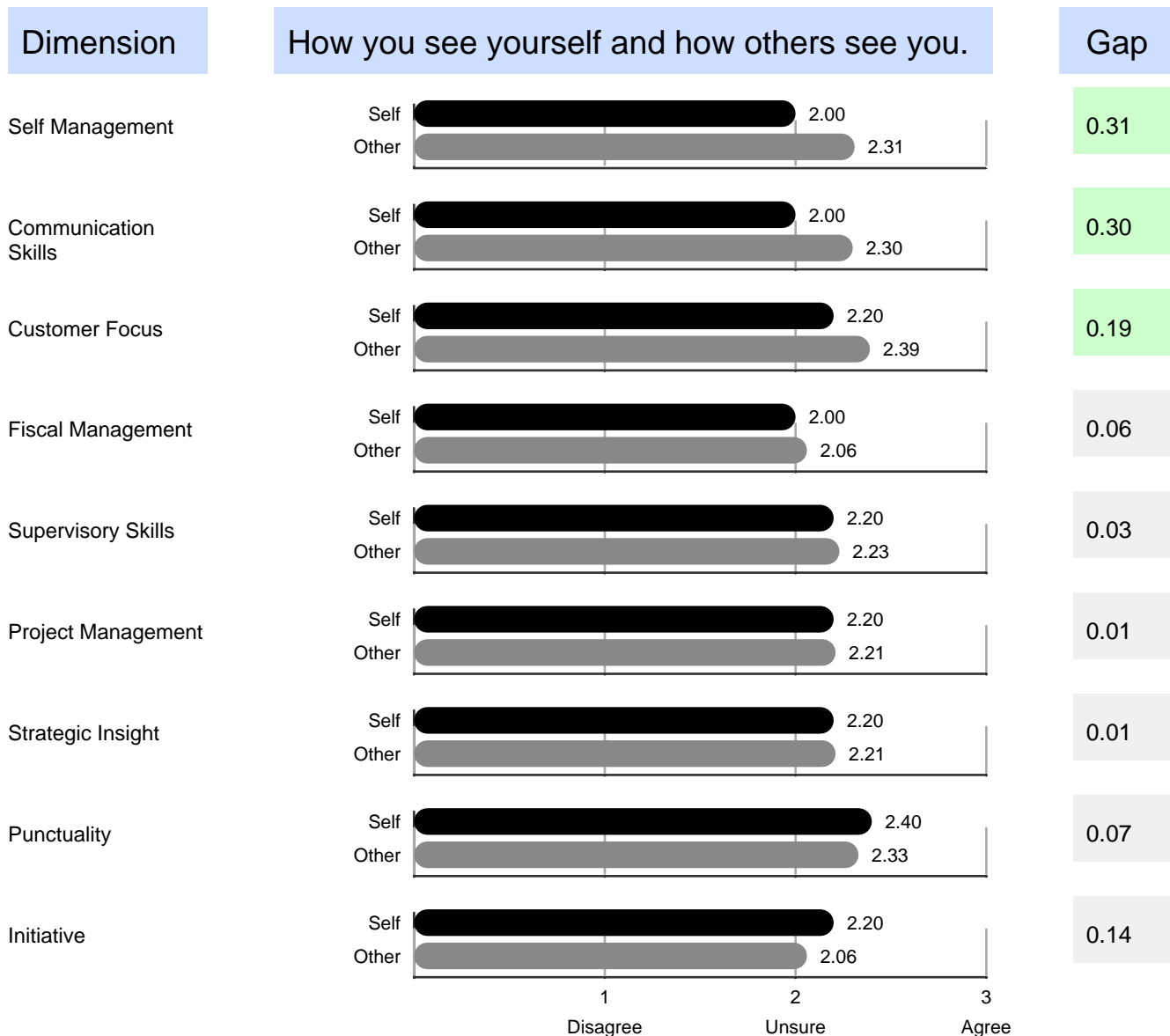
Summary

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.

Average Performance Scores

Dimension	Score
Customer Focus	2.37
Punctuality	2.33
Self Management	2.29
Communication Skills	2.28
Supervisory Skills	2.23
Project Management	2.21
Strategic Insight	2.21
Initiative	2.07
Fiscal Management	2.05

Scale: 1 Disagree — 2 Unsure — 3 Agree

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.
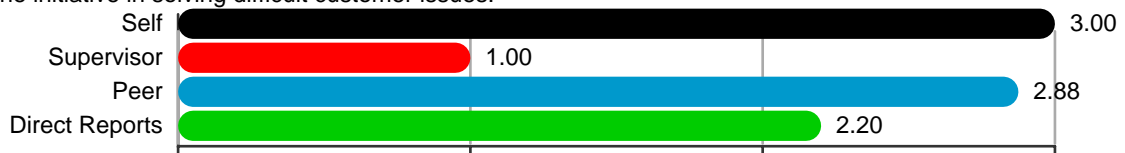
Dimension	How you see yourself and how others see you.	Gap
Self Management	Self 2.00 / Other 2.31	0.31
Communication Skills	Self 2.00 / Other 2.30	0.30
Customer Focus	Self 2.20 / Other 2.39	0.19
Fiscal Management	Self 2.00 / Other 2.06	0.06
Supervisory Skills	Self 2.20 / Other 2.23	0.03
Project Management	Self 2.20 / Other 2.21	0.01
Strategic Insight	Self 2.20 / Other 2.21	0.01
Punctuality	Self 2.40 / Other 2.33	0.07
Initiative	Self 2.20 / Other 2.06	0.14

1 Disagree   2 Unsure   3 Agree

Customer Focus

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1   2   3
Disagree   Unsure   Agree

1. Identifies the core needs of the customer.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Takes the initiative in solving difficult customer issues.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Ensures commitments made to customers are completed to the customer's satisfaction.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Competent in managing customer projects.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Responds to the needs of the customer.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

1   2   3
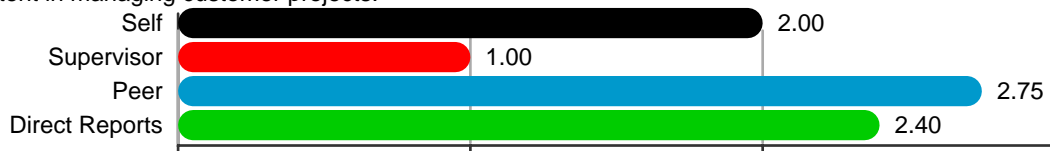
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Identifies the core needs of the customer.	15	2.27	33.3	7%	60%	33%
2. Takes the initiative in solving difficult customer issues.	15	2.53	73.3	20%	7%	73%
3. Ensures commitments made to customers are completed to the customer's satisfaction.	15	2.33	40.0	7%	53%	40%
4. Competent in managing customer projects.	15	2.47	53.3	7%	40%	53%
5. Responds to the needs of the customer.	15	2.27	40.0	13%	47%	40%

Comments:

- The department is lucky to have her.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- She is a great teammate.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- ___ is a very effective leader and excellent communicator.

Communication Skills

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Disagree
2 — Unsure
3 — Agree

6. Addresses issues of key importance to stakeholders.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Asks follow-up questions as needed.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Delivers information in a clear, concise, and logical manner.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Deals with difficult situations calmly and confidently.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Communicates effectively with colleagues and customers

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00
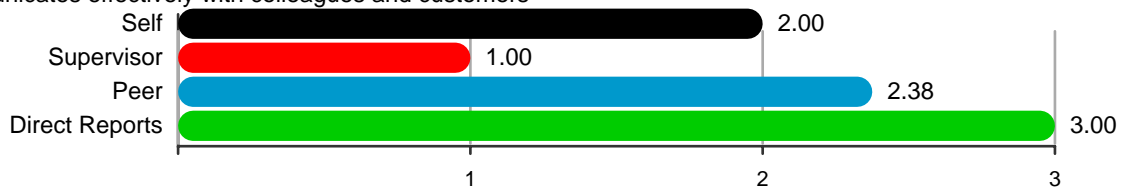
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Addresses issues of key importance to stakeholders.	15	2.13	33.3	20%	47%	33%
7. Asks follow-up questions as needed.	15	2.07	26.7	20%	53%	27%
8. Delivers information in a clear, concise, and logical manner.	15	2.33	40.0	7%	53%	40%
9. Deals with difficult situations calmly and confidently.	15	2.40	53.3	13%	33%	53%
10. Communicates effectively with colleagues and customers	15	2.47	60.0	13%	27%	60%

Comments:
- ___ is the consummate professional and pleasure to work with.
- ___ is a new manager.   Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part.   By working collaboratively with the team She was able to raise the departments moral while implementing those changes.   ___ is an engaged Leader.
- She always responds in a timely manner and stays organized.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
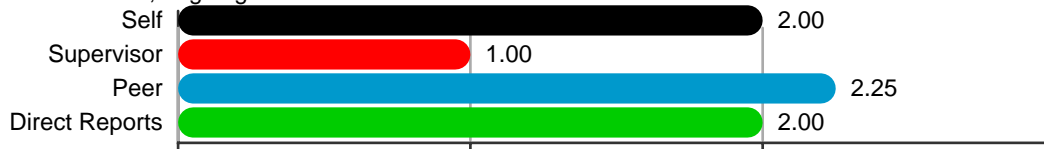
Supervisory Skills

Summary Scores

11. Provides timely and thorough performance evaluations of employees.

12. Maintains the confidence and trust of employees.

13. Provides constructive, ongoing feedback.

14. Able to remain calm in tense situations.

15. Others emulate this supervisor's enthusiasm for work.

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 (Disagree) to green (Agree).

| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Provides timely and thorough performance evaluations of employees.	15	2.33	40.0	7%	53%	40%
12. Maintains the confidence and trust of employees.	15	2.07	20.0	13%	67%	20%
13. Provides constructive, ongoing feedback.	15	2.07	26.7	20%	53%	27%
14. Able to remain calm in tense situations.	15	2.27	40.0	13%	47%	40%
15. Others emulate this supervisor's enthusiasm for work.	14	2.43	50.0	7%	43%	50%

Comments:
- Closes off discussions with action plans.
- In one word I can summarize ___ in leadership skill. WOW!
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.

Self Management

Summary Scores
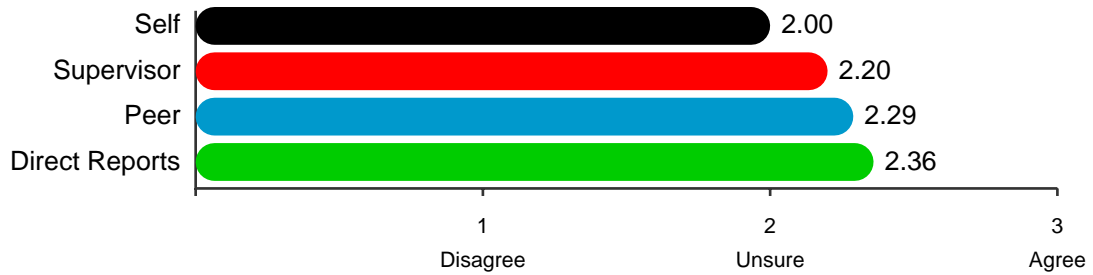
16. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.
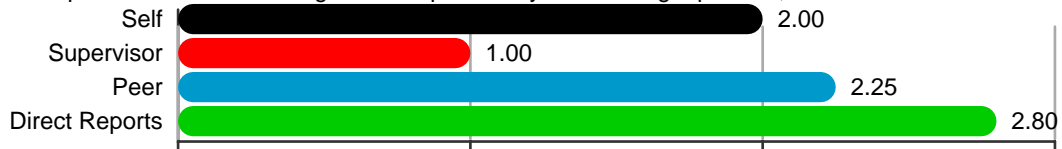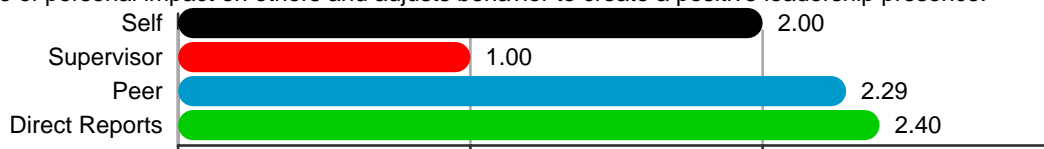

17. Analyzes interpersonal problems instead of reacting to them.

18. Uses patience and self-control in working with customers and associates.

19. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.

20. Does not allow own emotions to interfere with the performance of 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.33	46.7	13%	40%	47%
17. Analyzes interpersonal problems instead of reacting to them.	15	2.33	40.0	7%	53%	40%
18. Uses patience and self-control in working with customers and associates.	14	2.00	14.3	14%	71%	14%
19. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	14	2.21	42.9	21%	36%	43%
20. Does not allow own emotions to interfere with the performance of others.	15	2.53	60.0	7%	33%	60%

Comments:

- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- Collaboration and dissemination of information and projects is something ___ does well.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.

Punctuality

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1	2	3
Disagree	Unsure	Agree

21. Arrives to meetings on time.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Invoices clients on a timely basis.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Responds to requests for information in a timely manner.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Conducts appointments at scheduled start time.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Starts meetings on time.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

1	2	3
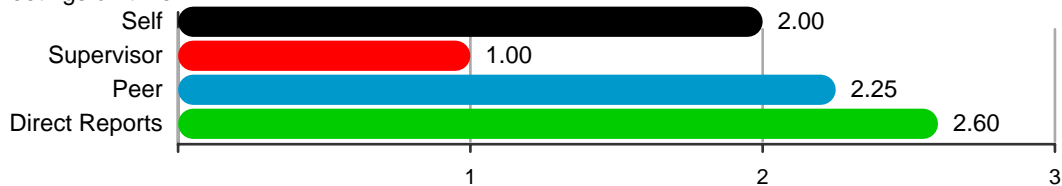
Level of Skill

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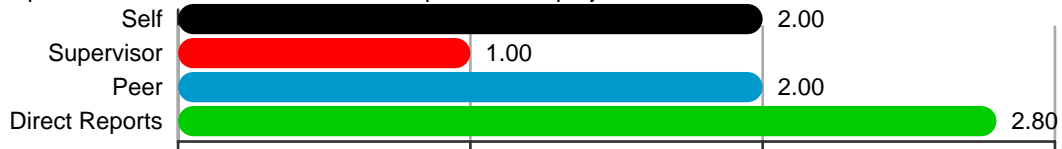| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Arrives to meetings on time.	15	2.60	66.7	7%	27%	67%
22. Invoices clients on a timely basis.	15	2.33	40.0	7%	53%	40%
23. Responds to requests for information in a timely manner.	15	2.07	20.0	13%	67%	20%
24. Conducts appointments at scheduled start time.	15	2.40	53.3	13%	33%	53%
25. Starts meetings on time.	15	2.27	53.3	27%	20%	53%

Comments:
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ is a wonderful partner.   She 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.
- Is empathetic, understanding, and dependable.

Project Management

Summary Scores

	Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

26. Develops performance measures for various aspects of the project.

Self — 2.00
Supervisor — 1.00
Peer — 2.00
Direct Reports — 2.80

27. Organizes work and sets priorities as needed.

Self — 2.00
Supervisor — 2.00
Peer — 2.25
Direct Reports — 1.60

28. Regularly reviews project performance and goals.

Self — 2.00
Supervisor — 2.00
Peer — 2.38
Direct Reports — 2.80

29. Responds quickly and appropriately to unforeseen problems.

Self — 3.00
Supervisor — 2.00
Peer — 2.38
Direct Reports — 3.00

30. Anticipates potential problems and institutes controls and contingency plans to address them.

Self — 2.00
Supervisor — 2.00
Peer — 1.88
Direct Reports — 1.60
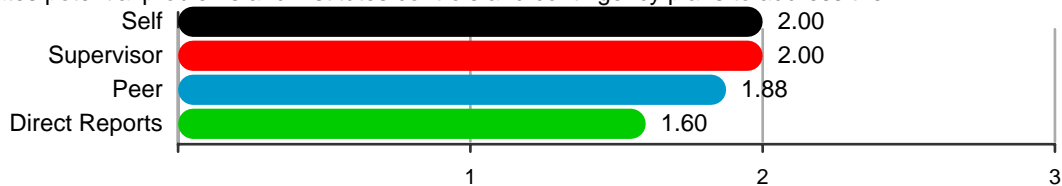
Level of Skill

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 (Disagree) to green (Agree).

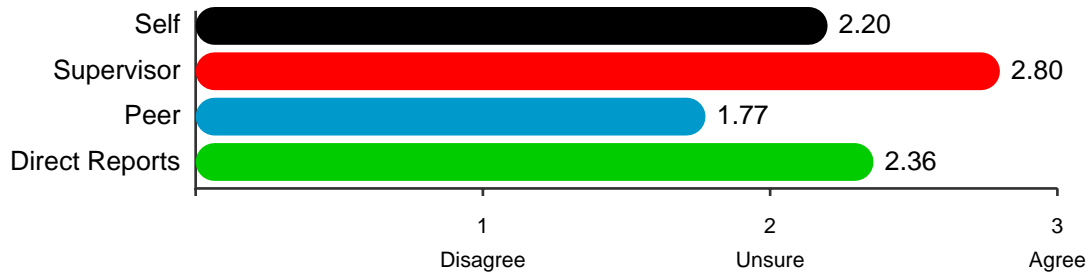| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Develops performance measures for various aspects of the project.	15	2.20	33.3	13%	53%	33%
27. Organizes work and sets priorities as needed.	15	2.00	26.7	27%	47%	27%
28. Regularly reviews project performance and goals.	15	2.47	53.3	7%	40%	53%
29. Responds quickly and appropriately to unforeseen problems.	15	2.60	60.0		40%	60%
30. Anticipates potential problems and institutes controls and contingency plans to address them.	15	1.80	13.3	33%	53%	13%

Comments:
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- ___ is a great asset to the team. We are grateful to have her.

Initiative

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

31. Takes charge when there is a crisis.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Anticipates what needs to be done and makes necessary preparations.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Updates the documentation as soon as the situation changes.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Expands the offerings of the department by working evenings and weekends.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Seizes upon opportunities available.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80
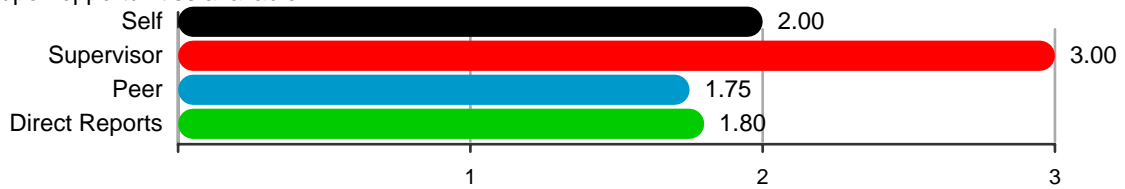
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Takes charge when there is a crisis.	15	2.13	33.3	20%	47%	33%
32. Anticipates what needs to be done and makes necessary preparations.	15	2.13	33.3	20%	47%	33%
33. Updates the documentation as soon as the situation changes.	15	2.07	33.3	27%	40%	33%
34. Expands the offerings of the department by working evenings and weekends.	15	2.13	26.7	13%	60%	27%
35. Seizes upon opportunities available.	15	1.87	20.0	33%	47%	20%

Comments:
- She desires to do great work.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results.   She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization.   She is very customer and system focused.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable.   But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- ___ is organized and thorough.

Fiscal Management

Summary Scores
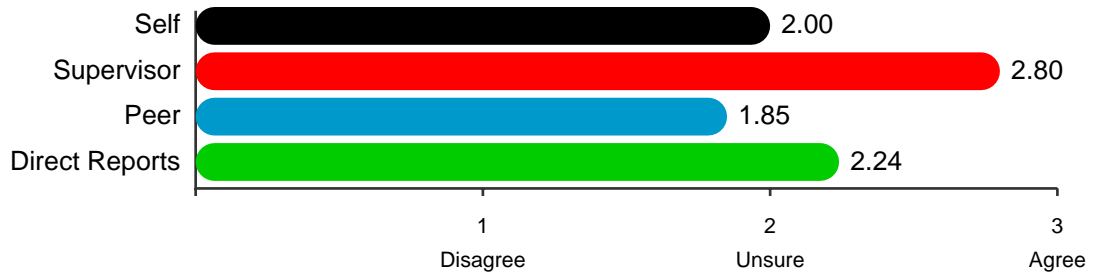
36. Effective in using Company's resources.

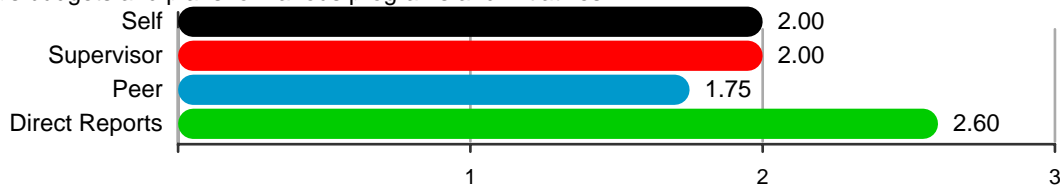37. Monitors expenses and verifies the need for items purchased.

38. Keeps excellent records for financial transparency.

39. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.

40. Develops budgets and plans for various programs and initiatives.

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 (Disagree) to green (Agree).
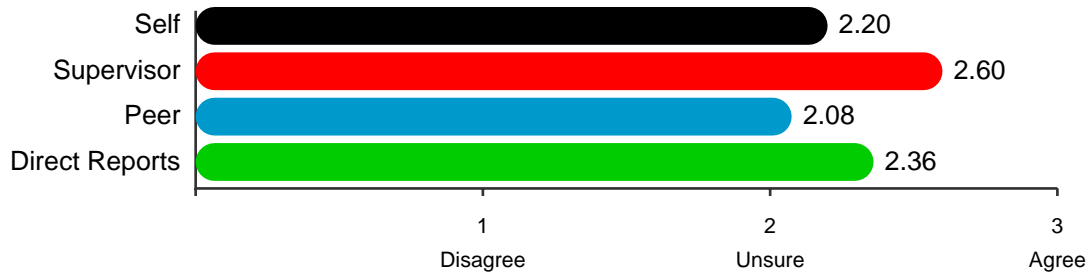
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Effective in using Company's resources.	15	1.87	20.0	33%	47%	20%
37. Monitors expenses and verifies the need for items purchased.	15	1.93	13.3	20%	67%	13%
38. Keeps excellent records for financial transparency.	15	2.07	33.3	27%	40%	33%
39. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.33	33.3		67%	33%
40. Develops budgets and plans for various programs and initiatives.	15	2.07	33.3	27%	40%	33%

Comments:
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- 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.
- She is a team player and willing to help other departments and staff when needed.
- Is sincerely a role model for everything one would look for in a role model as a team member.

Strategic Insight

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

1   2   3
Disagree   Unsure   Agree

41. Identifies root causes of problems.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Analyzes unique issues or problems impacting the Company.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Implements long-term solutions to problems.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Anticipates business cycles and trends and makes adjustments in a timely manner.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

1   2   3

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Identifies root causes of problems.	15	2.00	26.7	27%	47%	27%
42. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.13	33.3	20%	47%	33%
43. Analyzes unique issues or problems impacting the Company.	15	2.20	40.0	20%	40%	40%
44. Implements long-term solutions to problems.	15	2.20	26.7	7%	67%	27%
45. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	2.53	60.0	7%	33%	60%

Comments:
- Manager routinely demonstrates all of the above characteristics, as marked
- ___ 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 She is extremely customer focused.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me an others.
- She is a great manager and person to work for/with.

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?

- ___ has been so helpful to me as a new manager.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- ___ is concerned about the input of the staff.   Has worked to try to improve her responsiveness and performance.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.

What do you like best about working with this individual?

- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- You need to put yourself in a leadership role.   Lead by your positivity and encouragement of others.
- ___ has an impressive vision for the company.
- ___ is very sharp and plays a vital role in this organization
- ___ does a great job at demonstrating the value of her team to the organization.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.

What do you like least about working with this individual?

- ___ is determined to help make [CompanyName] successful.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email.   This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- I have truly appreciated her guidance.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- Initiative, attitude, and willingness to pitch in.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.

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

- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- I think that ___ is making good strides in setting expectations through clear communication.
- By applying vision, strategy and activation in her day to day decisions she aspires us to be the best leaders we can be.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- ___ has been very supportive as a supervisor.
- I will always welcome ___'s direct, honest, caring feedback.

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

- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- Under her leadership, the department teams have become very cohesive.
- Transparency and honesty is important early in the process.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- Don't be afraid to ask questions when stuck on a task.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time).   when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.

Any final comments?

- She clearly assigns our responsibilities by our individual strengths.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- Great to have you on the team!
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- ___ has been instrumental in the working relationship of our department.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.