

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.

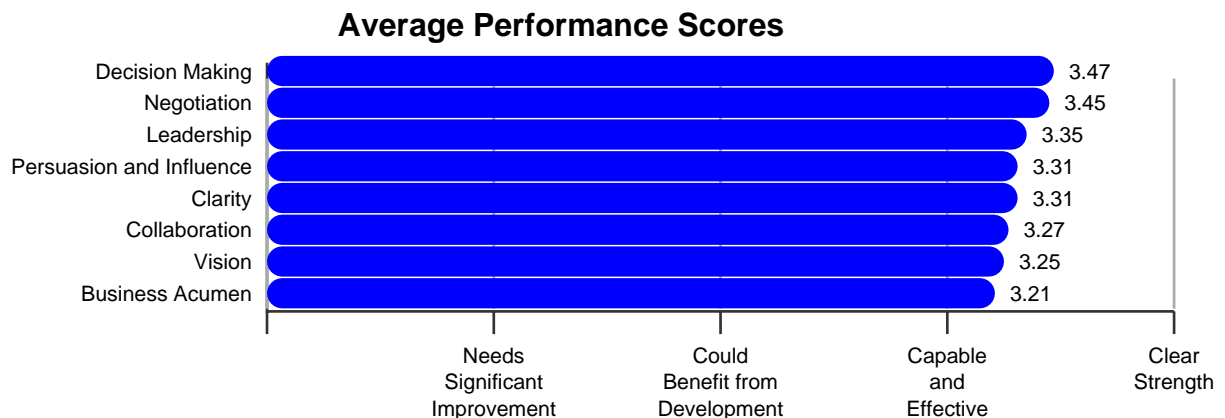
What to Do with Your Feedback

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.



Decision Making

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You exercise good judgment by making sound and informed decisions.	15	3.20	93.3	7%	67%	27%	
2. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	3.87	100.0	13%	87%		
3. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.33	93.3	7%	53%	40%	
4. You seek input from key people who should be involved in, or will be affected by, decisions	15	3.60	93.3	7%	27%	67%	
5. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	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 exercise good judgment by making sound and informed decisions.	3.29	3.20	-0.09 ▼
2. You break complex issues into manageable parts and organize them in a systematic way before making decisions	3.65	3.87	+0.22 ▲
3. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	3.18	3.33	+0.16 ▲
4. You seek input from key people who should be involved in, or will be affected by, decisions	3.41	3.60	+0.19 ▲
5. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.24	3.33	+0.10 ▲

Comments:

- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- ___ is a strong leader and passionate about her customers, staff and safety.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You foster an environment that values initiative and creativity.	15	3.20	93.3	7%	60%	33%	
7. You motivate and challenges employees to attain a shared vision.	15	3.20	86.7	13%	53%	33%	
8. You coach others and prepares them for current and future business demands.	15	3.40	93.3	7%	47%	47%	
9. You focus team efforts on meeting the needs of the customers.	15	3.47	93.3	7%	40%	53%	
10. You inspire, encourage, and guide others toward the vision, mission, and goals.	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 an environment that values initiative and creativity.	3.24	3.20	-0.04 ▼
7. You motivate and challenges employees to attain a shared vision.	3.41	3.20	-0.21 ▼
8. You coach others and prepares them for current and future business demands.	3.24	3.40	+0.16 ▲
9. You focus team efforts on meeting the needs of the customers.	3.18	3.47	+0.29 ▲
10. You inspire, encourage, and guide others toward the vision, mission, and goals.	3.35	3.47	+0.11 ▲

Comments:

- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She has been a great addition to the company.
- Is always available to assist with issues, all scopes business or personal.
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- ___ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.

Collaboration

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You value others in decision making.	15	3.53	100.0	47%	53%		
12. You readily share information with other group members.	15	3.27	100.0	73%	27%		
13. You respect individual differences that contribute to solving problems.	15	3.33	100.0	67%	33%		
14. You create an environment where others feel comfortable sharing knowledge and information.	15	3.13	86.7	13%	60%	27%	
15. You encourage collaboration of fellow employees to achieve results.	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 value others in decision making.	3.47	3.53	+0.06 ▲
12. You readily share information with other group members.	3.47	3.27	-0.20 ▼
13. You respect individual differences that contribute to solving problems.	3.35	3.33	-0.02 ▼
14. You create an environment where others feel comfortable sharing knowledge and information.	3.18	3.13	-0.04 ▼
15. You encourage collaboration of fellow employees to achieve results.	3.00	3.07	+0.07 ▲

Comments:

- She encourages teammates more as a peer than a coach.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- She inspires us to remember that as leaders, anything's possible.

Persuasion and Influence

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You are able to express own goals and needs.	15	3.40	93.3	7%	47%	47%	
17. You develop a good rapport with others.	15	3.27	93.3	7%	60%	33%	
18. You have excellent influencing/negotiating skills.	14	3.00	92.9	7%	79%	14%	
19. You communicate effectively with others.	15	3.47	100.0		53%	47%	
20. You ensure stakeholders are involved in the decision making process.	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 are able to express own goals and needs.	3.65	3.40	-0.25 ▼
17. You develop a good rapport with others.	3.47	3.27	-0.20 ▼
18. You have excellent influencing/negotiating skills.	3.12	3.00	-0.12 ▼
19. You communicate effectively with others.	3.59	3.47	-0.12 ▼
20. You ensure stakeholders are involved in the decision making process.	3.29	3.40	+0.11 ▲

Comments:

- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You seek to reduce ambiguity in messaging and documents.	15	3.53	100.0	47%		53%	
22. You are clear about goals that need to be achieved.	15	3.00	80.0	20%	60%		20%
23. You use appropriate grammar and tense in communications.	15	2.87	80.0	20%	73%		7%
24. You are clear about the roles and duties of team members.	15	3.47	100.0	53%		47%	
25. You communicate with clarity and efficiency.	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 seek to reduce ambiguity in messaging and documents.	3.35	3.53	+0.18 ▲
22. You are clear about goals that need to be achieved.	3.00	3.00	
23. You use appropriate grammar and tense in communications.	2.88	2.87	-0.02 ▼
24. You are clear about the roles and duties of team members.	3.00	3.47	+0.47 ▲
25. You communicate with clarity and efficiency.	3.76	3.67	-0.10 ▼

Comments:

- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ does not always follow through with things (ordering equipment).
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- She is smart, quick, compassionate, and thorough.
- ___ 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.

Negotiation

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You establish good working relationships with others.	15	3.40	93.3	7%	47%	47%	
27. You stay calm and focus on the core issues to be discussed.	15	3.33	93.3	7%	53%	40%	
28. You are able to control your emotional responses and correctly gauge the emotions of others.	15	3.53	100.0		47%	53%	
29. You establish clear communications to avoid misunderstandings.	15	3.67	100.0	33%		67%	
30. You actively listen to conversations to be able to recall important details later.	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 establish good working relationships with others.	3.53	3.40	-0.13 ▼
27. You stay calm and focus on the core issues to be discussed.	3.12	3.33	+0.22 ▲
28. You are able to control your emotional responses and correctly gauge the emotions of others.	3.41	3.53	+0.12 ▲
29. You establish clear communications to avoid misunderstandings.	3.59	3.67	+0.08 ▲
30. You actively listen to conversations to be able to recall important details later.	3.41	3.33	-0.08 ▼

Comments:

- I love how she is always open to approach with any questions I have, no matter the hour.
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- 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 her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.

Business Acumen

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You consider impact of actions on other areas of the organization.	15	3.20	86.7	13%	53%	33%	
32. You apply the knowledge of work processes to influence the achievement of business goals	15	3.40	100.0		60%	40%	
33. You are able to align resources to meet the business needs of the company.	15	3.20	86.7	13%	53%	33%	
34. You understand complex issues and problems.	15	3.27	93.3	7%	60%	33%	
35. You ask the 'right' questions to size up or evaluate situations.	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 consider impact of actions on other areas of the organization.	3.18	3.20	+0.02 ▲
32. You apply the knowledge of work processes to influence the achievement of business goals	3.35	3.40	+0.05 ▲
33. You are able to align resources to meet the business needs of the company.	3.18	3.20	+0.02 ▲
34. You understand complex issues and problems.	2.88	3.27	+0.38 ▲
35. You ask the 'right' questions to size up or evaluate situations.	3.18	3.00	-0.18 ▼

Comments:

- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- ___ is a strong leader and passionate about her customers, staff and safety.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.

Vision

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You understand the vision of the Company and promote it ahead of any self-interests.	15	3.20	93.3	7%	67%		27%
37. You lead employees in new directions.	15	3.27	93.3	7%	60%		33%
38. You work to support the strategy of [Company]	15	3.27	86.7	13%	47%		40%
39. You communicate the vision and strategy of [Company]	15	3.13	86.7	13%	60%		27%
40. You demonstrate consistency between words and actions	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 understand the vision of the Company and promote it ahead of any self-interests.	3.18	3.20	+0.02 ▲
37. You lead employees in new directions.	3.35	3.27	-0.09 ▼
38. You work to support the strategy of [Company]	3.24	3.27	+0.03 ▲
39. You communicate the vision and strategy of [Company]	3.59	3.13	-0.45 ▼
40. You demonstrate consistency between words and actions	3.29	3.40	+0.11 ▲

Comments:

- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- Good leadership style.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- Building relationships of trust to enhance safety is an important part of our approach.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!

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?

- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- She make sure the team effort not only succeed on paper.

What do you like best about working with this individual?

- _____ is respected by the team and they openly seek out her advise or opinion.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- _____ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments

What do you like least about working with this individual?

- She lets us develop our own style and inspires us to do our best.
- She is an excellent Manager!
- _____ is very good a recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contrabutions to the department.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- _____ has improved with her follow-up assignments from meetings.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.

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

- Be being better organized. It would help with prioritizing.
- _____ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- _____ is the absolute definition of team player.
- I know that _____ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- just know going through the hiring process with her.
- _____ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.

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

- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- Cannot think of anything

Any final comments?

- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- I honestly cannot think of anything that she could improve on.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.