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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.

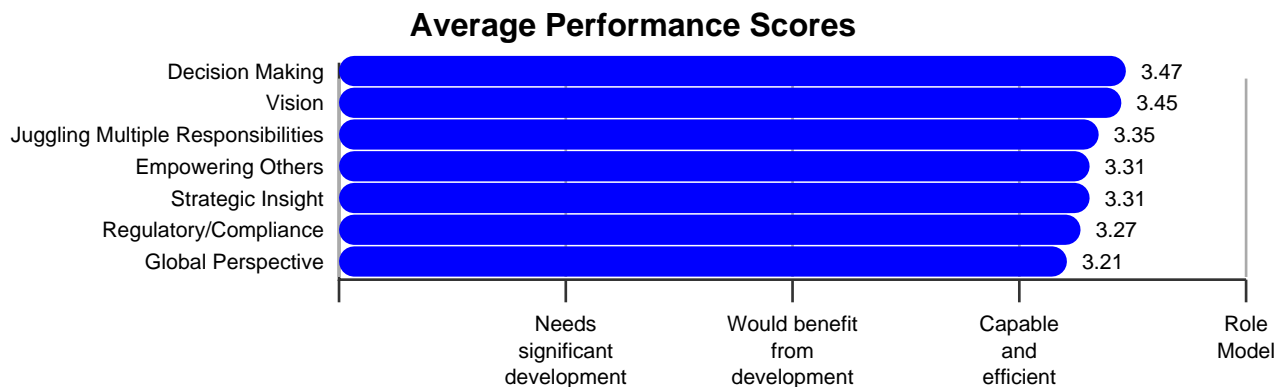
## What to Do with Your Feedback

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

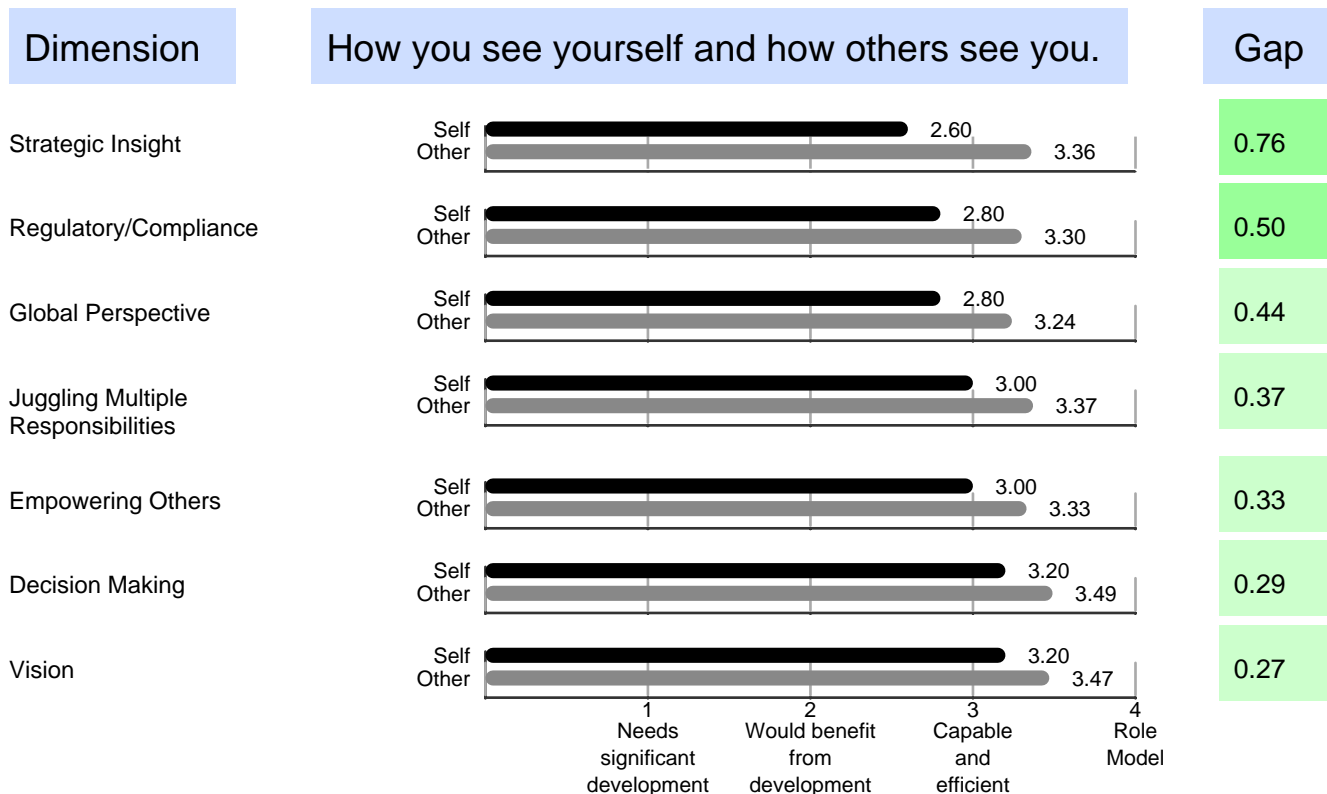
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Asks for additional information when making critical decisions.	15	3.20	93.3	7%	67%		27%
2. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.87	100.0	13%	87%		
3. Is able to make decisions quickly.	15	3.33	93.3	7%	53%		40%
4. Does not lose sight of the big picture when making decisions	15	3.60	93.3	7%	27%	67%	
5. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	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. Asks for additional information when making critical decisions.	3.29	3.20	-0.09 ▼
2. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.65	3.87	+0.22 ▲
3. Is able to make decisions quickly.	3.18	3.33	+0.16 ▲
4. Does not lose sight of the big picture when making decisions	3.41	3.60	+0.19 ▲
5. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- Provide and solicit more frequent feedback.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. \_\_\_\_\_ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.

## Juggling Multiple Responsibilities

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.20	93.3	7%	60%	33%	
7. Is aware of the deadlines for specific tasks/assignments.	15	3.20	86.7	13%	53%	33%	
8. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	3.40	93.3	7%	47%	47%	
9. Switches attention to more urgent tasks when necessary.	15	3.47	93.3	7%	40%	53%	
10. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	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. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.24	3.20	-0.04 ▼
7. Is aware of the deadlines for specific tasks/assignments.	3.41	3.20	-0.21 ▼
8. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	3.24	3.40	+0.16 ▲
9. Switches attention to more urgent tasks when necessary.	3.18	3.47	+0.29 ▲
10. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.35	3.47	+0.11 ▲

### Comments:

- Based on his customer satisfaction scores it is clear he has a strong team in place.
- Good Team Player! Good decision making skills. A hard worker.
- \_\_\_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- \_\_\_\_\_ does a great job at demonstrating the value of his team to the organization.
- \_\_\_\_\_ has done a wonderful job in supporting his team and making himself available.
- He is open to new ideas and ways to improve the service we provide.

## Regulatory/Compliance

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Addresses issues quickly before they develop into major problems.	15	3.53	100.0	47%	53%		
12. Works quickly to implement changes in regulations.	15	3.27	100.0	73%	27%		
13. Complies with trade agreements affecting international companies.	15	3.33	100.0	67%	33%		
14. Keeps up-to-date with legislation affecting employees.	15	3.13	86.7	13%	60%	27%	
15. Complies with regulatory requirements for the state.	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. Addresses issues quickly before they develop into major problems.	3.47	3.53	+0.06 ▲
12. Works quickly to implement changes in regulations.	3.47	3.27	-0.20 ▼
13. Complies with trade agreements affecting international companies.	3.35	3.33	-0.02 ▼
14. Keeps up-to-date with legislation affecting employees.	3.18	3.13	-0.04 ▼
15. Complies with regulatory requirements for the state.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_\_\_ 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.
- You could check for clarity in expectations more frequently.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- \_\_\_\_\_ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Has one of the strongest work ethics I've ever encountered in a team member.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.

## Empowering Others

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Supports the decisions of others.	15	3.40	93.3	7%	47%	47%	
17. Trusts employees to complete tasks assigned.	15	3.27	93.3	7%	60%	33%	
18. Encourages employees to solve problems on their own.	14	3.00	92.9	7%	79%	14%	
19. Trusts employees are able to complete assigned tasks.	15	3.47	100.0		53%	47%	
20. Is confident in the abilities of employees assigned important tasks.	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. Supports the decisions of others.	3.65	3.40	-0.25 ▼
17. Trusts employees to complete tasks assigned.	3.47	3.27	-0.20 ▼
18. Encourages employees to solve problems on their own.	3.12	3.00	-0.12 ▼
19. Trusts employees are able to complete assigned tasks.	3.59	3.47	-0.12 ▼
20. Is confident in the abilities of employees assigned important tasks.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ is a very effective communicator and I always felt very well informed as his direct report.
- 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.
- \_\_\_\_\_ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- He makes me feel like an important and valued team member.
- \_\_\_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- I appreciate \_\_\_\_\_'s willingness to share his knowledge with our team.

## Strategic Insight

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Analyzes unique issues or problems impacting the Company.	15	3.53	100.0	47%	53%		
22. Communicates vision for the department and company.	15	3.00	80.0	20%	60%	20%	
23. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	2.87	80.0	20%	73%	7%	
24. Implements long-term solutions to problems.	15	3.47	100.0	53%	47%		
25. Identifies root causes of problems.	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. Analyzes unique issues or problems impacting the Company.	3.35	3.53	+0.18 ▲
22. Communicates vision for the department and company.	3.00	3.00	
23. Formulates strategies and action plans to ensure successful completion of goals and objectives.	2.88	2.87	-0.02 ▼
24. Implements long-term solutions to problems.	3.00	3.47	+0.47 ▲
25. Identifies root causes of problems.	3.76	3.67	-0.10 ▼

### Comments:

- He won't settle for less.
- In every interaction that I have had with \_\_\_\_\_, I have found him to be professional, reliable, and engaged in the process.
- He is both the manager and the interim director for the service line.
- Provides reinforcement and feedback within the context of the overall business strategy.
- \_\_\_\_\_ has an impressive vision for the company.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.



## 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Persuades others to follow the Company's vision.	15	3.40	93.3	7%	47%	47%	
27. Works to support the strategy of [Company]	15	3.33	93.3	7%	53%	40%	
28. Communicates a vision of where the Company needs to be in the future.	15	3.53	100.0		47%	53%	
29. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.67	100.0		33%	67%	
30. Develops action plans to align his/her work with the goals of the organization	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. Persuades others to follow the Company's vision.	3.53	3.40	-0.13 ▼
27. Works to support the strategy of [Company]	3.12	3.33	+0.22 ▲
28. Communicates a vision of where the Company needs to be in the future.	3.41	3.53	+0.12 ▲
29. Understands the vision of the Company and promotes it ahead of any self-interests.	3.59	3.67	+0.08 ▲
30. Develops action plans to align his/her work with the goals of the organization	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_\_\_ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. \_\_\_\_\_ invests in the projects he led and follows them through to completion. \_\_\_\_\_ always maintains a focus on the customers and how we as an organization can best serve our customers.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- \_\_\_\_\_ teams with others to improve communication and process.
- I really enjoy working with \_\_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- \_\_\_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- I have appreciated partnering with \_\_\_\_\_ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.

## 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Applies knowledge of overseas markets.	15	3.20	86.7	13%	53%	33%	
32. Attends training seminars and conferences to increase skills in working with others globally.	15	3.40	100.0		60%	40%	
33. Facilitates open communication with individuals from other countries.	15	3.20	86.7	13%	53%	33%	
34. Builds working relationships with others across cultures.	15	3.27	93.3	7%	60%	33%	
35. Is able to work with individuals having different backgrounds and cultures.	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. Applies knowledge of overseas markets.	3.18	3.20	+0.02 ▲
32. Attends training seminars and conferences to increase skills in working with others globally.	3.35	3.40	+0.05 ▲
33. Facilitates open communication with individuals from other countries.	3.18	3.20	+0.02 ▲
34. Builds working relationships with others across cultures.	2.88	3.27	+0.38 ▲
35. Is able to work with individuals having different backgrounds and cultures.	3.18	3.00	-0.18 ▼

### Comments:

- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- As a leader, I can clearly see that \_\_\_\_\_ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.

## 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?

- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- 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.
- \_\_\_\_\_ is a great manager to work for.
- \_\_\_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- There have been many changes in each department and \_\_\_\_\_'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.

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

- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- He leads by example.
- I value \_\_\_\_\_'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- \_\_\_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.
- \_\_\_\_\_ is the best employee the department has employed.
- Building relationships of trust to enhance safety is an important part of our approach.

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

- He can ask a question and truly listen to the answer before giving feedback.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- I like \_\_\_\_\_, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- Professionalism is an area where I feel \_\_\_\_\_ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- \_\_\_\_\_ is a great manager, committed to each employee in our department.
- He often involves his team in decision making and to determine how to achieve outcomes.

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

- Everyone who works with \_\_\_\_\_ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- \_\_\_\_\_ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- He recognized where I needed help and supported me in making the case to get it.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- He is very effective.

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

- He is showing more comfort in providing and receiving critical feedback.
- \_\_\_\_\_ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.

- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- He is both the manager and the interim director for the service line.
- I know I can always count on \_\_\_\_\_ to be reliable and respond in a timely manner to my request.
- You can always count on \_\_\_\_\_ to respond to emails and telephone calls and follow through with commitments.

### Any final comments?

- He is very effective and he has learned so much about our product.
- \_\_\_\_\_ is a great leader. His team has been through a lot of change. \_\_\_\_\_ is focused on building his team and helping them through the change.
- He consistently involves employees in shared decision making.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- \_\_\_\_\_ relies on his direct reports to solicit input and involve front line staff in everyday work.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'