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.
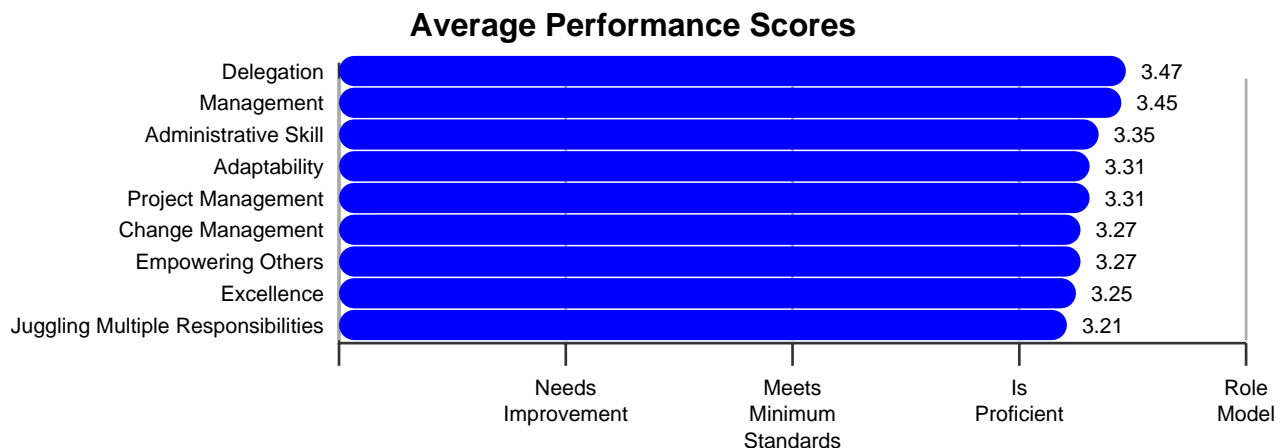
What to Do with Your Feedback

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.
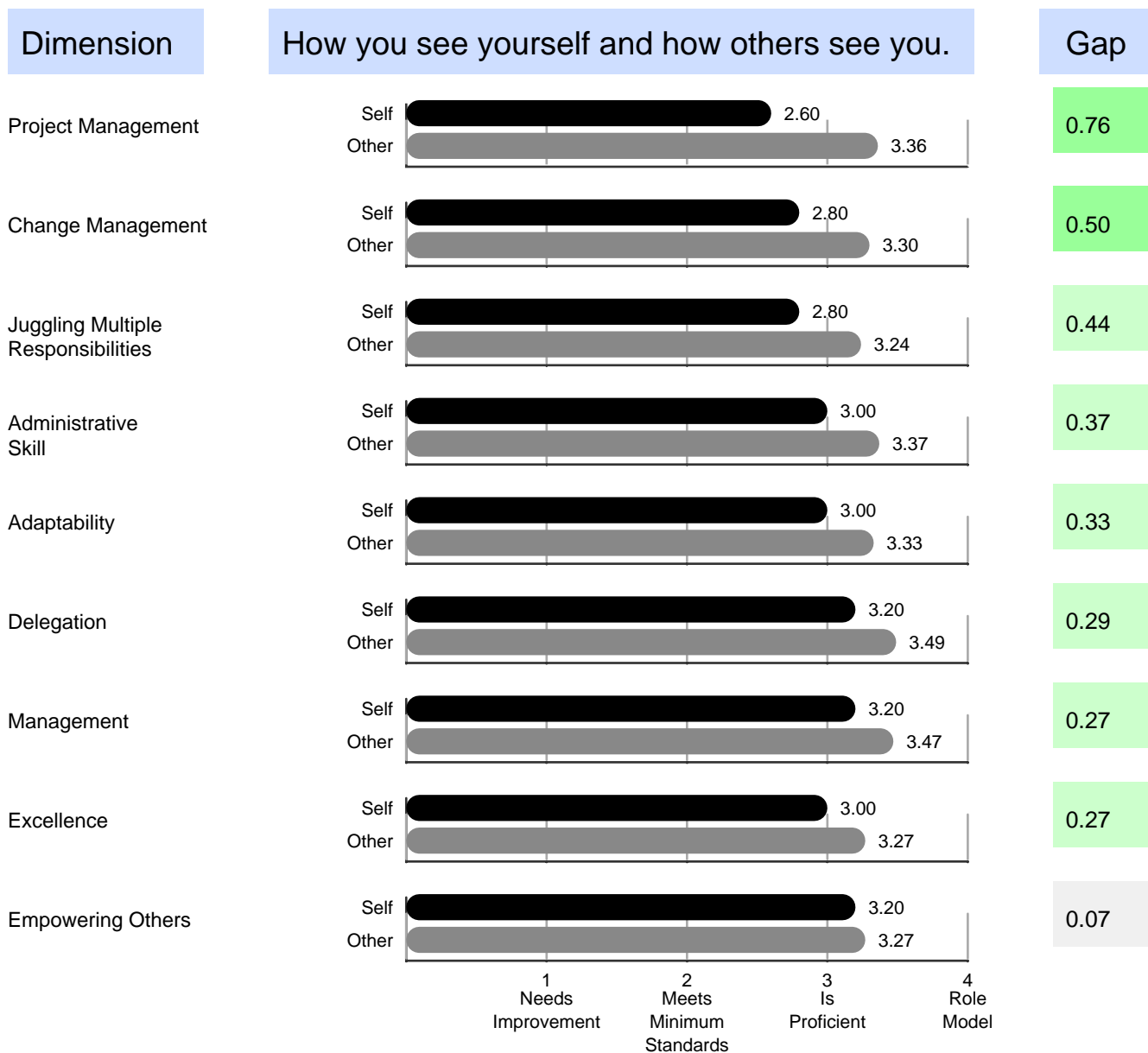
Summary

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
Delegation	3.47
Management	3.45
Administrative Skill	3.35
Adaptability	3.31
Project Management	3.31
Change Management	3.27
Empowering Others	3.27
Excellence	3.25
Juggling Multiple Responsibilities	3.21

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

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
Project Management	Self 2.60 / Other 3.36	0.76
Change Management	Self 2.80 / Other 3.30	0.50
Juggling Multiple Responsibilities	Self 2.80 / Other 3.24	0.44
Administrative Skill	Self 3.00 / Other 3.37	0.37
Adaptability	Self 3.00 / Other 3.33	0.33
Delegation	Self 3.20 / Other 3.49	0.29
Management	Self 3.20 / Other 3.47	0.27
Excellence	Self 3.00 / Other 3.27	0.27
Empowering Others	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

Delegation

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. Sets clear and reasonable expectations for others and follows through on their progress.	15	3.20	93.3	7%	67%		27%
2. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.87	100.0	13%	87%		
3. Entrusts subordinates with important tasks.	15	3.33	93.3	7%	53%		40%
4. Assigns tasks to create learning opportunities for the employees.	15	3.60	93.3	7%	27%	67%	
5. Clearly defines duties and tasks to be completed.	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. Sets clear and reasonable expectations for others and follows through on their progress.	3.29	3.20	-0.09 ▼
2. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.65	3.87	+0.22 ▲
3. Entrusts subordinates with important tasks.	3.18	3.33	+0.16 ▲
4. Assigns tasks to create learning opportunities for the employees.	3.41	3.60	+0.19 ▲
5. Clearly defines duties and tasks to be completed.	3.24	3.33	+0.10 ▲

Comments:
- Initiative, attitude, and willingness to pitch in.
- Always conducts herself in a professional manner.
- She is someone that has proven she can be trusted to do what is right.
- I appreciate ___'s reputation in the community and her advocation for the programs and initiatives implemented here at [CompanyName].
- I believe I need to give her a chance to get into her position.
- ___ is great…She provides valuable insight/opinion when asked and easily makes decisions.

Administrative Skill

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. Implements and uses performance measures.	15	3.20	93.3	7%	60%		33%
7. Strong organizational skills to keep the workspace and department in order	15	3.20	86.7	13%	53%		33%
8. Has strong technical/computer skills.	15	3.40	93.3	7%	47%		47%
9. Accurately implements contract provisions.	15	3.47	93.3	7%	40%		53%
10. Takes responsibility for decisions.	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. Implements and uses performance measures.	3.24	3.20	-0.04	▼
7. Strong organizational skills to keep the workspace and department in order	3.41	3.20	-0.21	▼
8. Has strong technical/computer skills.	3.24	3.40	+0.16	▲
9. Accurately implements contract provisions.	3.18	3.47	+0.29	▲
10. Takes responsibility for decisions.	3.35	3.47	+0.11	▲

Comments:
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- Takes complete ownership of role and looks for ways to assist teammates.
- Set clear expectations for others.
- Accountability on both sides.   Make sure that if a task is delegated then that person should be accountable for the task.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.

Change 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
11. Supports the Company's efforts to implement changes.	15	3.53	100.0			47%	53%
12. Works cooperatively with others to implement changes.	15	3.27	100.0			73%	27%
13. Effective in dealing with ambiguous and challenging situations.	15	3.33	100.0			67%	33%
14. Effective in implementing new organizational vision and values.	15	3.13	86.7	13%	60%		27%
15. Supports new initiatives for organizational changes to improve effectiveness.	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. Supports the Company's efforts to implement changes.	3.47	3.53	+0.06 ▲
12. Works cooperatively with others to implement changes.	3.47	3.27	-0.20 ▼
13. Effective in dealing with ambiguous and challenging situations.	3.35	3.33	-0.02 ▼
14. Effective in implementing new organizational vision and values.	3.18	3.13	-0.04 ▼
15. Supports new initiatives for organizational changes to improve effectiveness.	3.00	3.07	+0.07 ▲

Comments:
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- She recognized where I needed help and supported me in making the case to get it.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ___ has a clear process for hiring which has aided her in building an amazing team.

Adaptability

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. Able to adapt to changes in technology and processes.	15	3.40	93.3	7%	47%		47%
17. Is flexible and open minded in dealing with others.	15	3.27	93.3	7%	60%		33%
18. Adjusts priorities to changing business goals.	14	3.00	92.9	7%	79%		14%
19. Able to quickly learn new ways of performing their job.	15	3.47	100.0		53%		47%
20. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	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. Able to adapt to changes in technology and processes.	3.65	3.40	-0.25	▼
17. Is flexible and open minded in dealing with others.	3.47	3.27	-0.20	▼
18. Adjusts priorities to changing business goals.	3.12	3.00	-0.12	▼
19. Able to quickly learn new ways of performing their job.	3.59	3.47	-0.12	▼
20. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.29	3.40	+0.11	▲

Comments:
- She always responds in a timely manner and stays organized.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- ___ embraces the idea of being pro active in a situation, instead of reactive.   She is very supportive of the organizations Core Competency transition.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- ___ exemplifies all of these qualities.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.

Project 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
21. Develops performance measures for various aspects of the project.	15	3.53	100.0			47%	53%
22. Develops action items, workplans, timelines, and criteria for projects.	15	3.00	80.0	20%	60%		20%
23. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.87	80.0	20%	73%		7%
24. Anticipates potential problems and institutes controls and contingency plans to address them.	15	3.47	100.0		53%	47%	
25. Works with customers and clients to assess their needs and define project parameters.	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. Develops performance measures for various aspects of the project.	3.35	3.53	+0.18 ▲
22. Develops action items, workplans, timelines, and criteria for projects.	3.00	3.00	
23. Able to adjust project schedule as needed to accommodate unforeseen issues.	2.88	2.87	-0.02 ▼
24. Anticipates potential problems and institutes controls and contingency plans to address them.	3.00	3.47	+0.47 ▲
25. Works with customers and clients to assess their needs and define project parameters.	3.76	3.67	-0.10 ▼

Comments:
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I value and appreciate ___ very much.
- ___ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager.   ___ is a true collaborator and has a global view in the impact this role can bring to process improvement across the oganization, as well as the contributions the role can make within the CNS team for broader professional practice goals.

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. Delegate tasks effectively	15	3.33	93.3	7%	53%		40%
28. Makes you feel enthusiastic about your work	15	3.53	100.0		47%	53%	
29. Takes responsibility for things that go wrong	15	3.67	100.0		33%	67%	
30. Sets an example for others to follow	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. Delegate tasks effectively	3.12	3.33	+0.22 ▲
28. Makes you feel enthusiastic about your work	3.41	3.53	+0.12 ▲
29. Takes responsibility for things that go wrong	3.59	3.67	+0.08 ▲
30. Sets an example for others to follow	3.41	3.33	-0.08 ▼

Comments:
- ___ is very busy and does a good job delegating work.   By delegating she provides opportunity for others to learn and grow.   Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- Always has a positive, cheerful, and strong attitude.
- It's been great working with her.
- I am having a hard time evaluating the last four.   ___ produces excellent materials and strategy for marketing and business development.   I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Assigns tasks based on skills of team members.	15	3.20	86.7	13%	53%		33%
32. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.40	100.0		60%		40%
33. Keeps track of multiple assignments and deadlines.	15	3.20	86.7	13%	53%		33%
34. Begins tasks as soon as possible.	15	3.27	93.3	7%	60%		33%
35. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item
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The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. Assigns tasks based on skills of team members.	3.18	3.20	+0.02 ▲
32. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.35	3.40	+0.05 ▲
33. Keeps track of multiple assignments and deadlines.	3.18	3.20	+0.02 ▲
34. Begins tasks as soon as possible.	2.88	3.27	+0.38 ▲
35. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.18	3.00	-0.18 ▼

Comments:
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- Could be more self-aware of impact on other team members
- Have persistence and tenacity
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Produces high quality work.	15	3.20	93.3	7%	67%		27%
37. Demonstrates the analytical skills to do their job.	15	3.27	93.3	7%	60%		33%
38. Is planful and organized.	15	3.27	86.7	13%	47%		40%
39. Can be counted on to add value wherever they are involved.	15	3.13	86.7	13%	60%		27%
40. Keeps themselves and others focused on constant improvement.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. Produces high quality work.	3.18	3.20	+0.02 ▲
37. Demonstrates the analytical skills to do their job.	3.35	3.27	-0.09 ▼
38. Is planful and organized.	3.24	3.27	+0.03 ▲
39. Can be counted on to add value wherever they are involved.	3.59	3.13	-0.45 ▼
40. Keeps themselves and others focused on constant improvement.	3.29	3.40	+0.11 ▲

Comments:
- ___ 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.
- ___ does a great job at demonstrating the value of her team to the organization.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- I appreciate her commitment in this area.
- She is a great teammate!
- I value ___'s insight, knowledge and assistance on complex issues.   She is a great team member.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Supports the decisions of others.	15	3.33	93.3	7%	53%		40%
42. Willing to share in the decision making process.	15	3.33	93.3	7%	53%		40%
43. Sets clear goals for others to accomplish.	15	3.13	86.7	13%	60%		27%
44. Allows the employees to have flexible work schedules.	15	3.00	86.7	13%	73%		13%
45. Gives employees the opportunity to make their own decisions at work.	15	3.53	100.0		47%		53%

Time Comparisons by Item

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Item	2022	2023	Change	
41. Supports the decisions of others.	3.29	3.33	+0.04	▲
42. Willing to share in the decision making process.	3.41	3.33	-0.08	▼
43. Sets clear goals for others to accomplish.	3.35	3.13	-0.22	▼
44. Allows the employees to have flexible work schedules.	3.18	3.00	-0.18	▼
45. Gives employees the opportunity to make their own decisions at work.	3.35	3.53	+0.18	▲

Comments:
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- ___ has grown and proven herself to be an effective leader in the imaging department.
- Appreciate ___'s calm approach
- She is the only manager in the department to help us when we are short.
- It shows that ___ takes pride in making her direct reports fell like they are doing good work and are valued members of the team.

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?

- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- Knowledge, experience, and the will to help when help is needed.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- She is a charismatic leader. Really the best!!
- She does not settle- but will continue a search until the right fit is found.

What do you like best about working with this individual?

- Manager engages in all categories described above as marked.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- She is a team player and willing to help other departments and staff when needed.
- ___ has high expectations of herself and her employees.   She does an excellent job of managing the department.

What do you like least about working with this individual?

- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.

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

- ___ has been very supportive as a supervisor.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- I value ___ for so much more than her negotiating skills which are outstanding.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- She cares deeply about the engagement of her staff and has concern for those in need.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.

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

- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Closes off discussions with action plans.
- ___ is very supportive, knowledgeable, and a consummate professional.   She leads by example and has no problem rolling up her sleeves and providing support when needed.
- ___ is a very effective leader and excellent communicator.
- I appreciate her perspective and guidance on a variety of things.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.

Any final comments?

- ___ 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.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- ___, more than most, takes what we've learned and implements changes.
- One of the main reasons I am here is because of ___.
- She couldn't be more engaged if she tried.