



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.

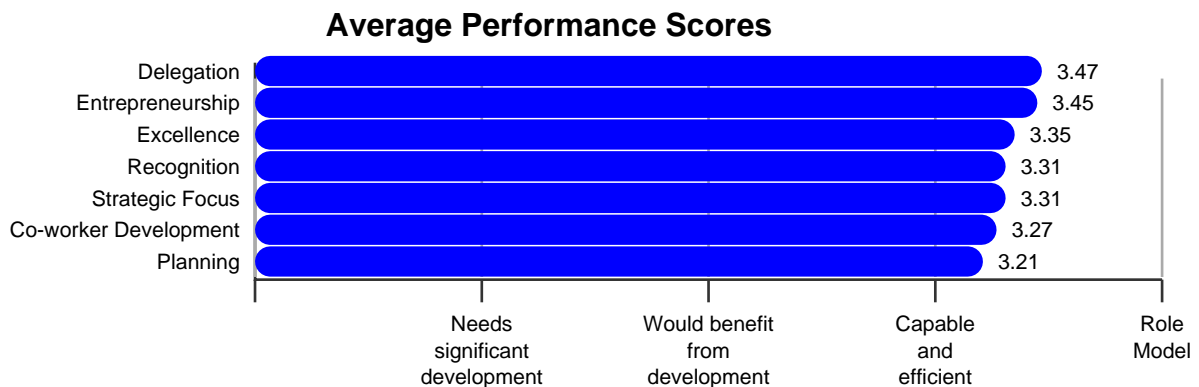
What to Do with Your Feedback

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

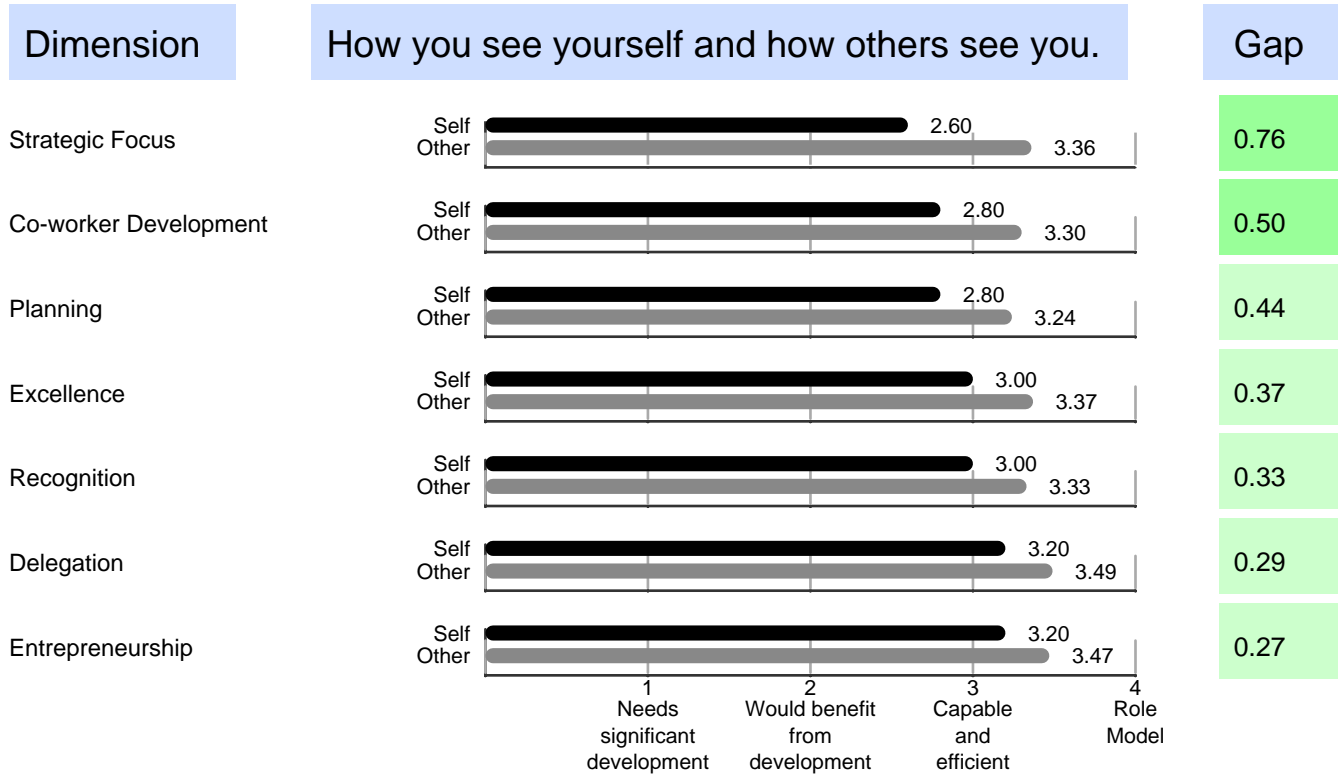
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Entrusts subordinates with important tasks.	15	3.20	93.3	7%	67%		27%
2. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	3.87	100.0	13%	87%		
3. Defines goals and objectives for subordinates.	15	3.33	93.3	7%	53%		40%
4. Allows subordinates to use their own methods and procedures.	15	3.60	93.3	7%	27%	67%	
5. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	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. Entrusts subordinates with important tasks.	3.29	3.20	-0.09 ▼
2. Defines the roles, responsibilities, required actions, and deadlines for team members.	3.65	3.87	+0.22 ▲
3. Defines goals and objectives for subordinates.	3.18	3.33	+0.16 ▲
4. Allows subordinates to use their own methods and procedures.	3.41	3.60	+0.19 ▲
5. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.24	3.33	+0.10 ▲

Comments:

- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He had done amazingly well considering all of the global threats to the product line.
- _____'s passion is construction. I had the pleasure of working for him 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.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- I have enjoyed working with _____ and will miss his support and direction.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Keeps themselves and others focused on constant improvement.	15	3.20	93.3	7%	60%		33%
7. Demonstrates the analytical skills to do their job.	15	3.20	86.7	13%	53%		33%
8. Is planful and organized.	15	3.40	93.3	7%	47%		47%
9. Produces high quality work.	15	3.47	93.3	7%	40%		53%
10. Takes a lot of pride in their work.	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. Keeps themselves and others focused on constant improvement.	3.24	3.20	-0.04 ▼
7. Demonstrates the analytical skills to do their job.	3.41	3.20	-0.21 ▼
8. Is planful and organized.	3.24	3.40	+0.16 ▲
9. Produces high quality work.	3.18	3.47	+0.29 ▲
10. Takes a lot of pride in their work.	3.35	3.47	+0.11 ▲

Comments:

- He leads by example, not reputation.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- I do very much appreciate that _____ will support me in a decision when needed.

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Gives others development opportunities through project assignments and increased job responsibilities	15	3.53	100.0	47%	53%		
12. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.27	100.0		73%		27%
13. Works to identify root causes of performance problems	15	3.33	100.0		67%		33%
14. Takes immediate action on poor performance	15	3.13	86.7	13%	60%		27%
15. Sets and clearly communicates expectations, performance goals, and measurements to others	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. Gives others development opportunities through project assignments and increased job responsibilities	3.47	3.53	+0.06 ▲
12. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.47	3.27	-0.20 ▼
13. Works to identify root causes of performance problems	3.35	3.33	-0.02 ▼
14. Takes immediate action on poor performance	3.18	3.13	-0.04 ▼
15. Sets and clearly communicates expectations, performance goals, and measurements to others	3.00	3.07	+0.07 ▲

Comments:

- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- He is, quite simply, the best boss I've ever had.

Recognition

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. Makes people around them feel appreciated and valued.	15	3.40	93.3	7%	47%	47%	
17. Recognizes individuals for a specific outstanding achievement.	15	3.27	93.3	7%	60%	33%	
18. Compliments other people when they do good work	14	3.00	92.9	7%	79%	14%	
19. Lets employees know when they have done well	15	3.47	100.0		53%	47%	
20. Recognizes team members who offer a significant contribution to a project.	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. Makes people around them feel appreciated and valued.	3.65	3.40	-0.25 ▼
17. Recognizes individuals for a specific outstanding achievement.	3.47	3.27	-0.20 ▼
18. Compliments other people when they do good work	3.12	3.00	-0.12 ▼
19. Lets employees know when they have done well	3.59	3.47	-0.12 ▼
20. Recognizes team members who offer a significant contribution to a project.	3.29	3.40	+0.11 ▲

Comments:

- _____ has a good perspective on the organization as a whole.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- Sometimes his decisions aren't thought through from a financial perspective.
- His communication techniques are clear and to the point which is very much appreciated.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- Charisma, In-depth knowledge, and an ability to train/mentor others.

Strategic Focus

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Understands & contributes to development of strategic goals.	15	3.53	100.0	47%	53%		
22. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.00	80.0	20%	60%	20%	
23. Looks for opportunities to enhance contributions to the bottom line.	15	2.87	80.0	20%	73%	7%	
24. Communicates goals and objectives to employees.	15	3.47	100.0	53%	47%		
25. Understands their role within the organization.	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. Understands & contributes to development of strategic goals.	3.35	3.53	+0.18 ▲
22. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.00	3.00	
23. Looks for opportunities to enhance contributions to the bottom line.	2.88	2.87	-0.02 ▼
24. Communicates goals and objectives to employees.	3.00	3.47	+0.47 ▲
25. Understands their role within the organization.	3.76	3.67	-0.10 ▼

Comments:

- He knows product and how to engage potential clients.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- _____ is a wonderful person to work for.

Entrepreneurship

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Excellent at managing relationships with stakeholders.	15	3.40	93.3	7%	47%	47%	
27. Maintains a high level of energy to respond to demands of the job.	15	3.33	93.3	7%	53%	40%	
28. Is comfortable operating in an environment of uncertainty.	15	3.53	100.0		47%	53%	
29. Finds unique ways to go around barriers to success.	15	3.67	100.0		33%	67%	
30. Able to adapt the department to changing business demands and climate.	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. Excellent at managing relationships with stakeholders.	3.53	3.40	-0.13 ▼
27. Maintains a high level of energy to respond to demands of the job.	3.12	3.33	+0.22 ▲
28. Is comfortable operating in an environment of uncertainty.	3.41	3.53	+0.12 ▲
29. Finds unique ways to go around barriers to success.	3.59	3.67	+0.08 ▲
30. Able to adapt the department to changing business demands and climate.	3.41	3.33	-0.08 ▼

Comments:

- He holds everyone to such a high standard, you don't want to disappoint him.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- Show others it is possible to understand both sides without having to agree all the time.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.

Planning

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. Anticipates obstacles and ways to overcome them.	15	3.20	86.7	13%	53%	33%	
32. Makes plans and follows through.	15	3.40	100.0		60%	40%	
33. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.20	86.7	13%	53%	33%	
34. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.27	93.3	7%	60%	33%	
35. Able to identify the needs of the department before a major change.	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. Anticipates obstacles and ways to overcome them.	3.18	3.20	+0.02 ▲
32. Makes plans and follows through.	3.35	3.40	+0.05 ▲
33. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.18	3.20	+0.02 ▲
34. Able to look ahead (beyond the present) when addressing the work/needs of the department.	2.88	3.27	+0.38 ▲
35. Able to identify the needs of the department before a major change.	3.18	3.00	-0.18 ▼

Comments:

- _____ is respected by the team and they openly seek out his advise or opinion.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- He is a dedicated person who inspires excellence in both staff and customer service.
- He provides essential data in order to help explain decisions.

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?

- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- Dedicated to the customer and community, he is worth his weight in gold.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- He is a fantastic resource.
- He is effective and his knowledge of processes is invaluable.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.

What do you like best about working with this individual?

- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- _____ is a team player and effective in his role.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.

What do you like least about working with this individual?

- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- Your initiative influences others in a positive way.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- He has a vast storehouse of knowledge about the facility and our policies.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.

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

- Does excellent job, always.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.
- He is someone that has proven he can be trusted to do what is right.

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

- Always steps up if help is needed.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- He consistently involves employees in shared decision making.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- 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.

Any final comments?

- Has good intentions, but follow through needs more work.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- He always steps up and gets what needs to be done completed.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- I think he is an asset to HR.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement