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.
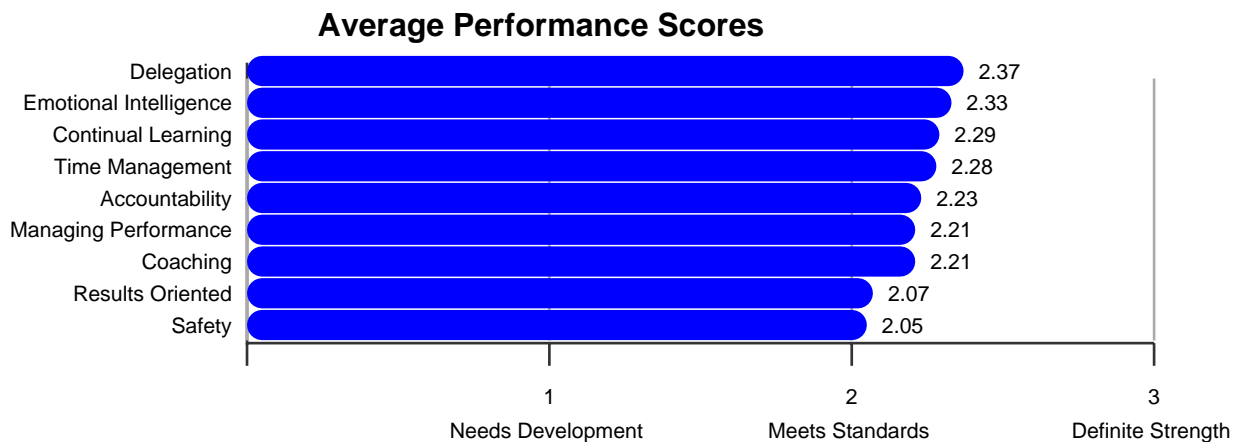
What to Do with Your Feedback

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.
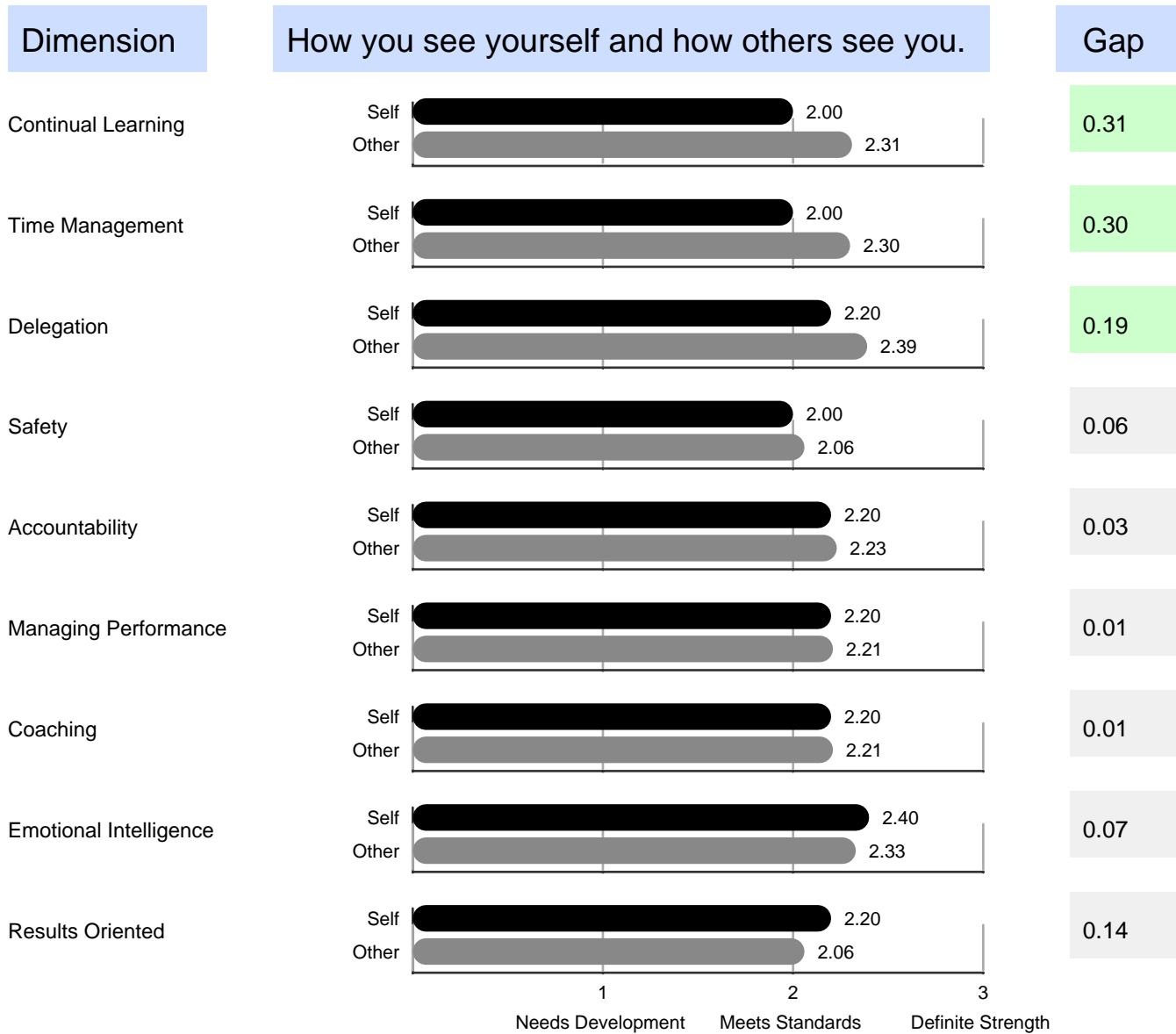
Summary

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	2.37
Emotional Intelligence	2.33
Continual Learning	2.29
Time Management	2.28
Accountability	2.23
Managing Performance	2.21
Coaching	2.21
Results Oriented	2.07
Safety	2.05

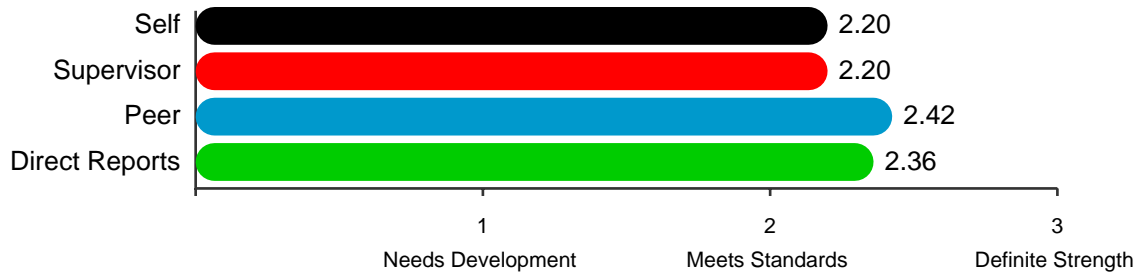| 1	2	3
Needs Development	Meets Standards	Definite Strength

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
Continual Learning	Self 2.00 / Other 2.31	0.31
Time Management	Self 2.00 / Other 2.30	0.30
Delegation	Self 2.20 / Other 2.39	0.19
Safety	Self 2.00 / Other 2.06	0.06
Accountability	Self 2.20 / Other 2.23	0.03
Managing Performance	Self 2.20 / Other 2.21	0.01
Coaching	Self 2.20 / Other 2.21	0.01
Emotional Intelligence	Self 2.40 / Other 2.33	0.07
Results Oriented	Self 2.20 / Other 2.06	0.14

1 — Needs Development   2 — Meets Standards   3 — Definite Strength
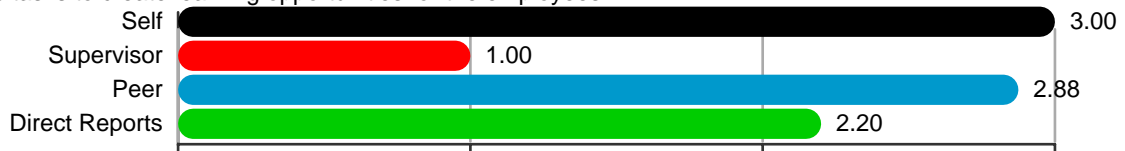
Delegation

Summary Scores

1. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.
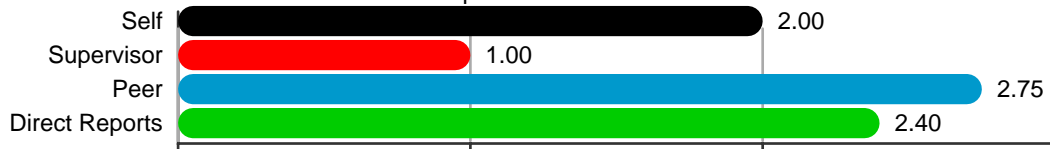

2. Assigns tasks to create learning opportunities for the employees.

3. Clearly defines duties and tasks to be completed.

4. Allows subordinates to use their own methods and procedures.

5. Delegates authority and responsibility to subordinates and holds them accountable for their actions.

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 Development) to green (Definite Strength).
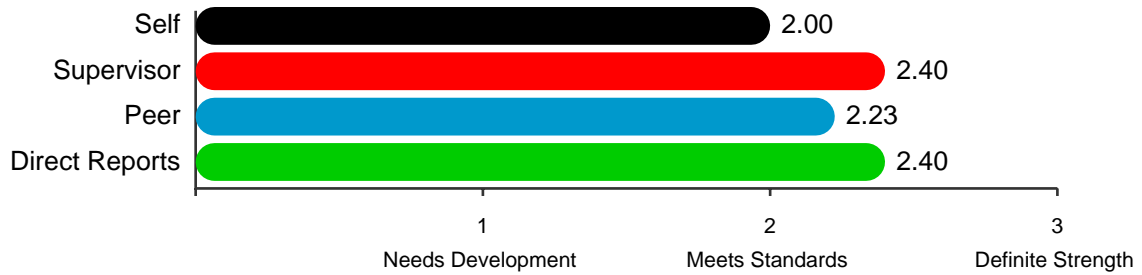
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	2.27	33.3	7%	60%	33%
2. Assigns tasks to create learning opportunities for the employees.	15	2.53	73.3	20%	7%	73%
3. Clearly defines duties and tasks to be completed.	15	2.33	40.0	7%	53%	40%
4. Allows subordinates to use their own methods and procedures.	15	2.47	53.3	7%	40%	53%
5. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.27	40.0	13%	47%	40%

Comments:
- ___ is a strong leader and passionate about her customers, staff and safety.
- 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.
- Very service oriented.   Responds to issues and concerns in a timely manner.   Is always willing to help whenever / however possible.
- Building relationships of trust to enhance safety is an important part of our approach.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.

Time Management

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

6. Sets a good balance between work and family life.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Completes high-priority work within required timelines.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Makes time for developing plans and schedules.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Prioritizes tasks to identify immediate and long-term objectives.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Prioritizes new tasks according to their relative importance.

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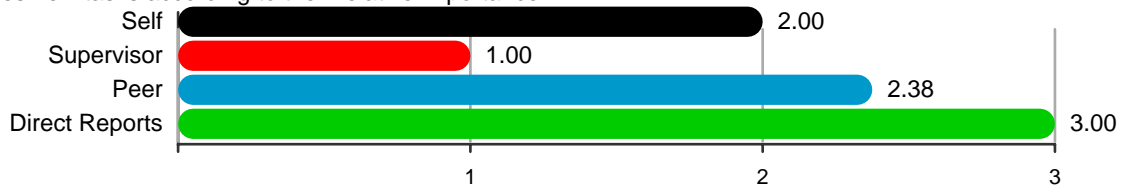
Level of Skill

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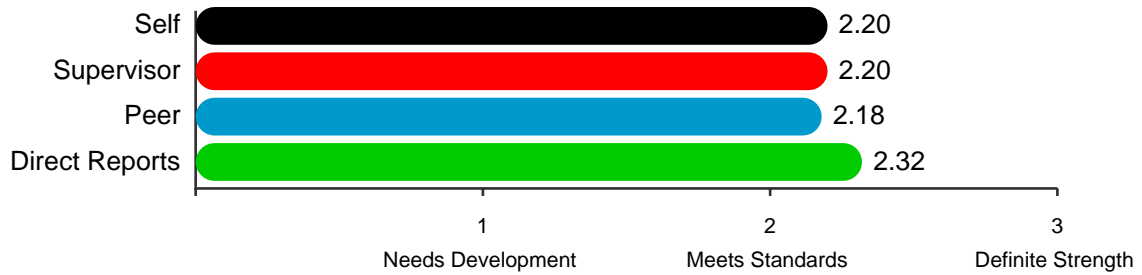| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Sets a good balance between work and family life.	15	2.13	33.3	20%	47%	33%
7. Completes high-priority work within required timelines.	15	2.07	26.7	20%	53%	27%
8. Makes time for developing plans and schedules.	15	2.33	40.0	7%	53%	40%
9. Prioritizes tasks to identify immediate and long-term objectives.	15	2.40	53.3	13%	33%	53%
10. Prioritizes new tasks according to their relative importance.	15	2.47	60.0	13%	27%	60%

Comments:
- She can always be counted on to do what she commits to.
- Show others it is possible to understand both sides without having to agree all the time.
- She provides essential data in order to help explain decisions.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
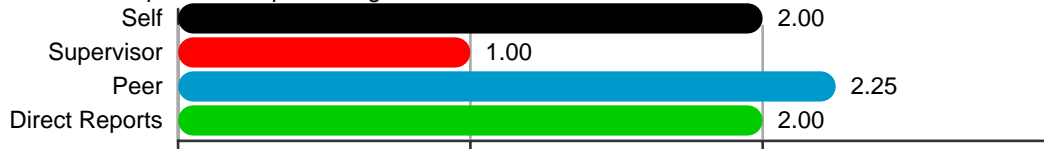
Accountability

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

11. Takes ownership of mistakes and learns from them.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Accepts accountability for their actions and results.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Creates a consistent process for prioritizing work.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Defines roles, rights, and responsibilities of employees.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Is aware of problems or issues that may affect the organization.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

Level of Skill

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

| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Takes ownership of mistakes and learns from them.	15	2.33	40.0	7%	53%	40%
12. Accepts accountability for their actions and results.	15	2.07	20.0	13%	67%	20%
13. Creates a consistent process for prioritizing work.	15	2.07	26.7	20%	53%	27%
14. Defines roles, rights, and responsibilities of employees.	15	2.27	40.0	13%	47%	40%
15. Is aware of problems or issues that may affect the organization.	14	2.43	50.0	7%	43%	50%

Comments:
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person.   While her time is precious, she is always open to discussing a problem. I really like working with ___ and I apppreciate her style and understanding and support of the work that I do.
- ___ has excellent job and people skills.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- One of the best supervisors that I have had.
- ___'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.

Continual Learning

Summary Scores
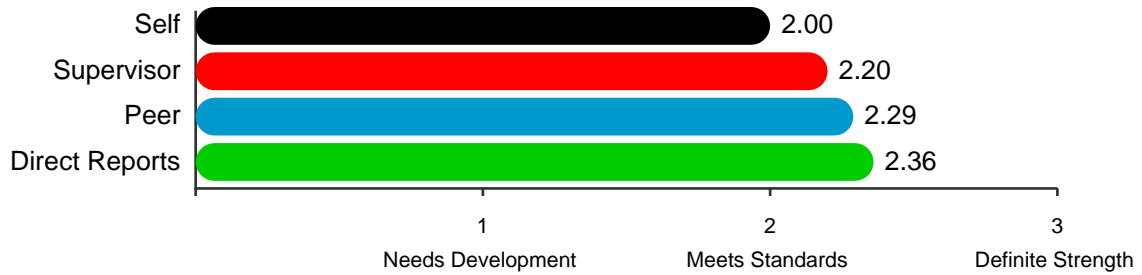
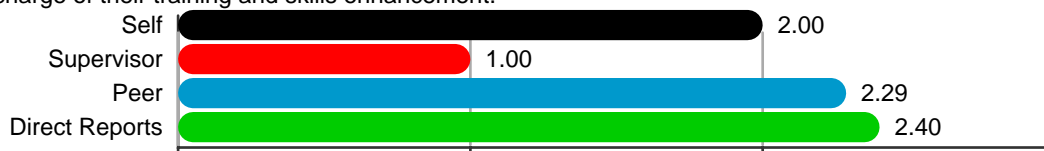16. Pursues self-improvement through continual learning.
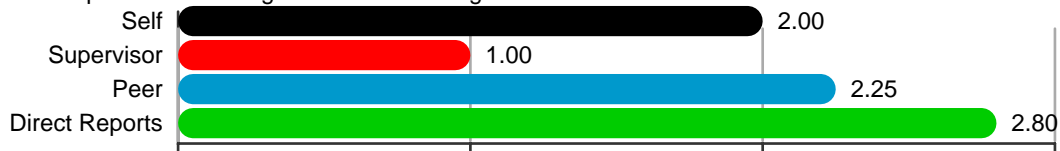
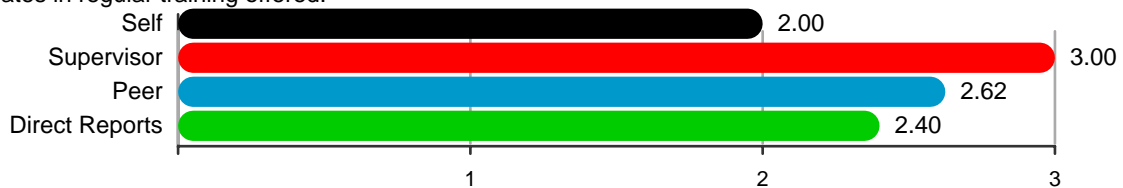17. Pursues learning that will enhance job performance.

18. Builds on their strengths while addressing their weaknesses.

19. Takes charge of their training and skills enhancement.

20. Participates in regular training offered.

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 Development) to green (Definite Strength).
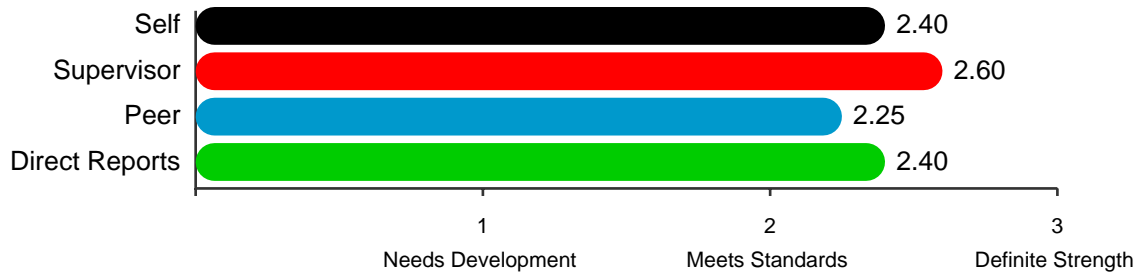
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Pursues self-improvement through continual learning.	15	2.33	46.7	13%	40%	47%
17. Pursues learning that will enhance job performance.	15	2.33	40.0	7%	53%	40%
18. Builds on their strengths while addressing their weaknesses.	14	2.00	14.3	14%	71%	14%
19. Takes charge of their training and skills enhancement.	14	2.21	42.9	21%	36%	43%
20. Participates in regular training offered.	15	2.53	60.0	7%	33%	60%

Comments:

- She is detailed when presenting a plan.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- ___ 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.
- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.

Emotional Intelligence

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

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            1                    2                    3
    Needs Development     Meets Standards     Definite Strength
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21. Is able to control their own emotions.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

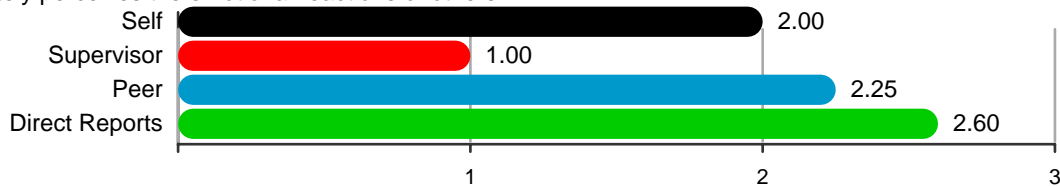**22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.**

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Able to understand others' points of view.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Is attentive to emotional cues and interprets others' feelings correctly.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Accurately perceives the emotional reactions of others.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

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            1                    2                    3
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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 Development) to green (Definite Strength).
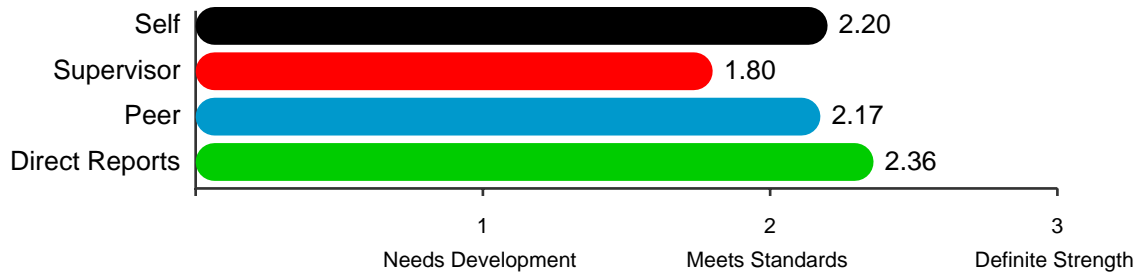
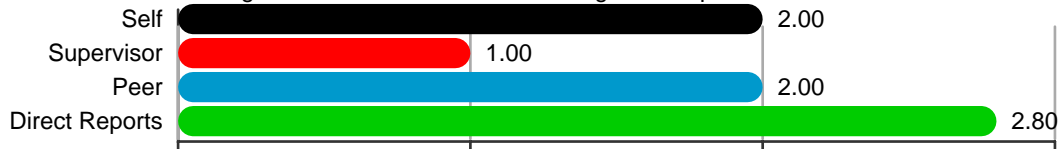| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Is able to control their own emotions.	15	2.60	66.7	7%	27%	67%
22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	40.0	7%	53%	40%
23. Able to understand others' points of view.	15	2.07	20.0	13%	67%	20%
24. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.40	53.3	13%	33%	53%
25. Accurately perceives the emotional reactions of others.	15	2.27	53.3	27%	20%	53%

Comments:
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently.   What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- Is viewed by many as a strong organizational resource.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
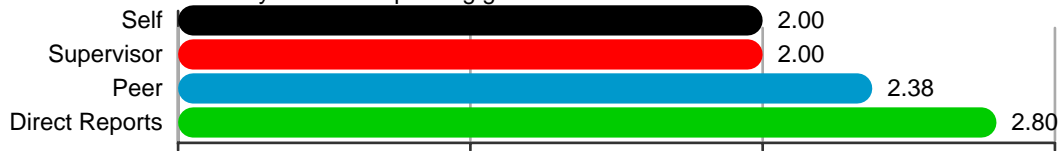
Managing Performance

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

26. Sets specific and measurable goals for others and follows through to completion.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Reviews job performance shortly after completion of tasks.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Examines the most effective ways for accomplishing goals.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Creates clear standards that are understandable and fair.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Sets and maintains high standards for self and others.

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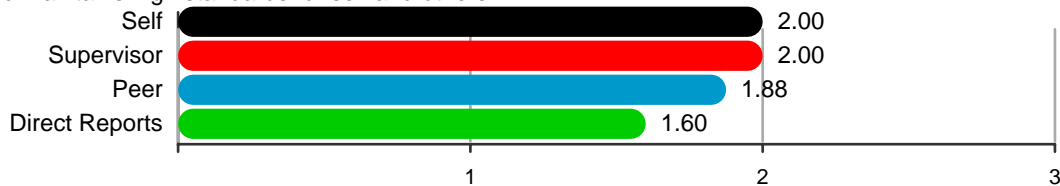
Level of Skill

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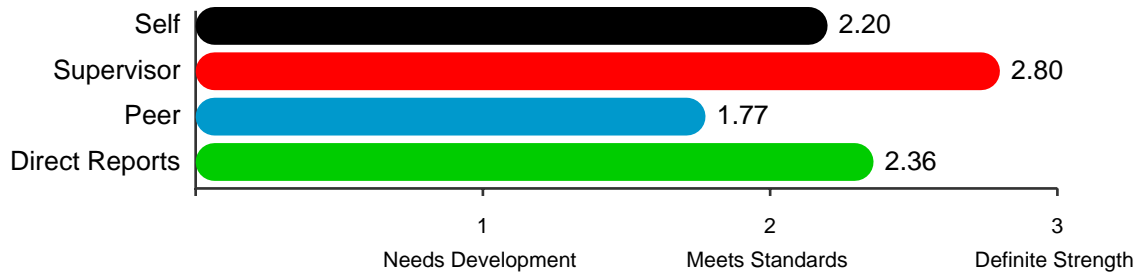
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Sets specific and measurable goals for others and follows through to completion.	15	2.20	33.3	13%	53%	33%
27. Reviews job performance shortly after completion of tasks.	15	2.00	26.7	27%	47%	27%
28. Examines the most effective ways for accomplishing goals.	15	2.47	53.3	7%	40%	53%
29. Creates clear standards that are understandable and fair.	15	2.60	60.0		40%	60%
30. Sets and maintains high standards for self and others.	15	1.80	13.3	33%	53%	13%

Comments:
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- ___ collaborates well with other departments and managers.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- It's been a pleasure to work for her.

Results Oriented

Summary Scores

Self 2.20
Supervisor 2.80
Peer 1.77
Direct Reports 2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

31. Helps others when free-time is available.

Self 2.00
Supervisor 3.00
Peer 1.75
Direct Reports 2.60

32. Does not become distracted by non-issues or interruptions.

Self 2.00
Supervisor 3.00
Peer 1.88
Direct Reports 2.40

33. Provides clear expectations for employees.

Self 3.00
Supervisor 3.00
Peer 1.62
Direct Reports 2.40

34. Stays focused on meeting the needs of customers.

Self 2.00
Supervisor 2.00
Peer 1.88
Direct Reports 2.60

35. Directs team in prioritizing daily work activities

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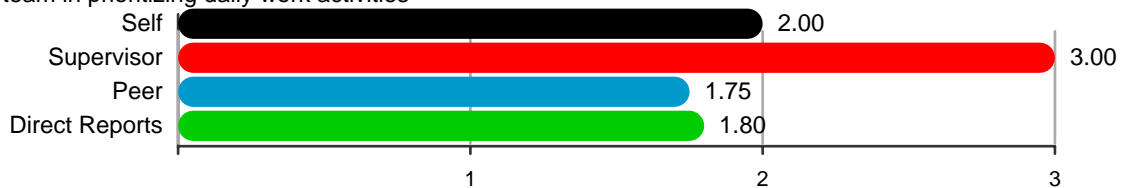
Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Helps others when free-time is available.	15	2.13	33.3	20%	47%	33%
32. Does not become distracted by non-issues or interruptions.	15	2.13	33.3	20%	47%	33%
33. Provides clear expectations for employees.	15	2.07	33.3	27%	40%	33%
34. Stays focused on meeting the needs of customers.	15	2.13	26.7	13%	60%	27%
35. Directs team in prioritizing daily work activities	15	1.87	20.0	33%	47%	20%

Comments:
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- ___ is the shinning example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.
- I value and appreciate ___ very much.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- 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.

Safety

Summary Scores
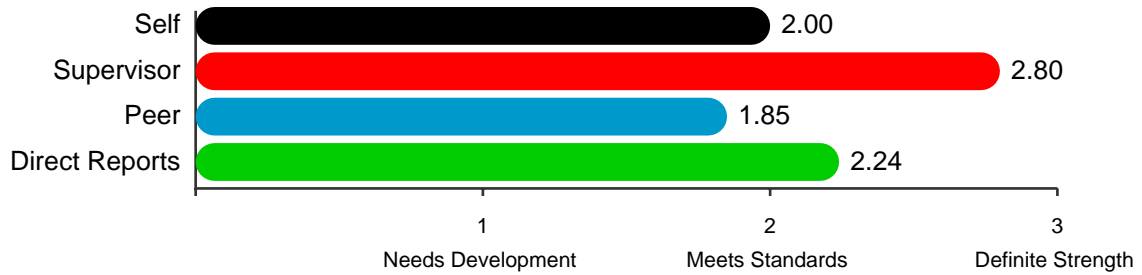
36. Points out behaviors in others that may be unsafe.
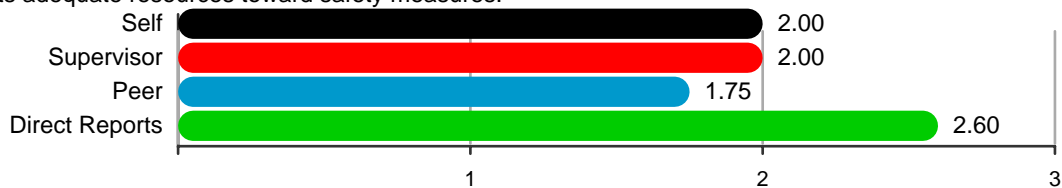

37. Seeks to reduce the likelihood of accidents.

38. Is aware of OSHA safety guidelines.

39. Develops a strong safety culture.

40. Commits adequate resources toward safety measures.

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 Development) to green (Definite Strength).
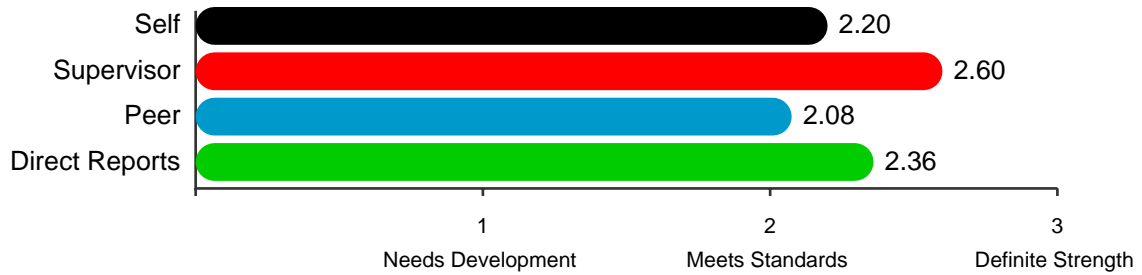
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Points out behaviors in others that may be unsafe.	15	1.87	20.0	33%	47%	20%
37. Seeks to reduce the likelihood of accidents.	15	1.93	13.3	20%	67%	13%
38. Is aware of OSHA safety guidelines.	15	2.07	33.3	27%	40%	33%
39. Develops a strong safety culture.	15	2.33	33.3		67%	33%
40. Commits adequate resources toward safety measures.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ is respected by the team and they openly seek out her advise or opinion.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- I her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Don't work with her enough to observe the vast majority of these items.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.

Coaching

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

41. Develops the skills and capabilities of others.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Helps employees to understand responsibilities, authority, and expectations.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Addresses employee behavior problems effectively.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Provides clear, motivating, and constructive feedback.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Helps employees to maintain high personal standards.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Develops the skills and capabilities of others.	15	2.00	26.7	27%	47%	27%
42. Helps employees to understand responsibilities, authority, and expectations.	15	2.13	33.3	20%	47%	33%
43. Addresses employee behavior problems effectively.	15	2.20	40.0	20%	40%	40%
44. Provides clear, motivating, and constructive feedback.	15	2.20	26.7	7%	67%	27%
45. Helps employees to maintain high personal standards.	15	2.53	60.0	7%	33%	60%

Comments:

- Uses her people skills to change negative situations into positive.
- Her communication style can also come across as very directive at times to peers and subordinates.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I think that ___ is making good strides in setting expectations through clear communication.
- I do not always receive constructive criticism.   Constructive criticism helps me grow as an effective team member.
- ___ is a true asset to [CompanyName].

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?

- ___ does a great job at demonstrating the value of her team to the organization.
- There are two items above that will be part of my goals for the coming year.
- I really enjoy working with ___ and I respect her as a leader and role model.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff.   My interactions with her and her team are generally separate meetings.   She presents herself well to other leaders in the organization.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.

What do you like best about working with this individual?

- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- 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.
- ___ is a great asset to the team. We are grateful to have her.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- ___ 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.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.

What do you like least about working with this individual?

- She's a good and reliable team member.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- I look forward to working with her in her new role.
- Her positive attitude is constant.

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

- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- She has been both a great co-worker and mentor to me.
- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- I have truly appreciated her guidance.
- ___ is a very solid manager who meets or exceeds expectations of her role.

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

- ___ is consistently auditing different processes in the production line to improve satisfaction.   The outcomes and expectations are clearly communicated to all staff.
- She is a joy to work for.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___ has been very supportive for me in my new role as technical specialist.   She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- She strives for self improvement and is heavily invested in the same for others.

Any final comments?

- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- The only area with which she struggles is the need for relationship building with staff she supervises.   I know she understands the reason for this and has been working on developing a better approach.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].