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.
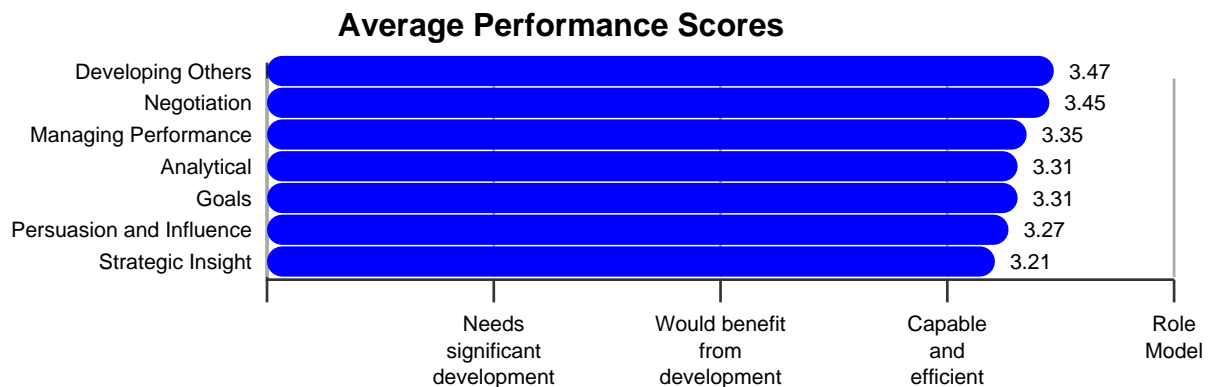
What to Do with Your Feedback

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.

Average Performance Scores

Dimension	Score
Developing Others	3.47
Negotiation	3.45
Managing Performance	3.35
Analytical	3.31
Goals	3.31
Persuasion and Influence	3.27
Strategic Insight	3.21

Scale: Needs significant development — Would benefit from development — Capable and efficient — 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
Goals	Self 2.60 / Other 3.36	0.76
Persuasion and Influence	Self 2.80 / Other 3.30	0.50
Strategic Insight	Self 2.80 / Other 3.24	0.44
Managing Performance	Self 3.00 / Other 3.37	0.37
Analytical	Self 3.00 / Other 3.33	0.33
Developing Others	Self 3.20 / Other 3.49	0.29
Negotiation	Self 3.20 / Other 3.47	0.27

Scale:
1 — Needs significant development
2 — Would benefit from development
3 — Capable and efficient
4 — Role Model

Developing 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
1. Assigns tasks and responsibilities to develop skills of others.	15	3.20	93.3	7%	67%		27%
2. Encourages employees through recognition of positive changes in behavior.	15	3.87	100.0	13%	87%		
3. Supports the successes of other employees.	15	3.33	93.3	7%	53%		40%
4. Recognizes and celebrates accomplishments of others.	15	3.60	93.3	7%	27%	67%	
5. Is open to receiving feedback.	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. Assigns tasks and responsibilities to develop skills of others.	3.29	3.20	-0.09 ▼
2. Encourages employees through recognition of positive changes in behavior.	3.65	3.87	+0.22 ▲
3. Supports the successes of other employees.	3.18	3.33	+0.16 ▲
4. Recognizes and celebrates accomplishments of others.	3.41	3.60	+0.19 ▲
5. Is open to receiving feedback.	3.24	3.33	+0.10 ▲

Comments:
- I value ___'s input and knowledge. She is a great partner and team member.   I know when we are on a project together, she will see it through to the end.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- I envy her versatility in working with a wide variety of issues and topics.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ has been very supportive of me and the Institute.
- She encourages each staff member to understand each other and to work together in a very positive manner.

Managing Performance

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. Reviews job performance shortly after completion of tasks.	15	3.20	93.3	7%	60%		33%
7. Makes sure commitments are understood and met.	15	3.20	86.7	13%	53%		33%
8. Ensures employees understand the goals of the organization/department.	15	3.40	93.3	7%	47%	47%	
9. Recognizes and values good performance.	15	3.47	93.3	7%	40%	53%	
10. Creates clear standards that are understandable and fair.	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. Reviews job performance shortly after completion of tasks.	3.24	3.20	-0.04	▼
7. Makes sure commitments are understood and met.	3.41	3.20	-0.21	▼
8. Ensures employees understand the goals of the organization/department.	3.24	3.40	+0.16	▲
9. Recognizes and values good performance.	3.18	3.47	+0.29	▲
10. Creates clear standards that are understandable and fair.	3.35	3.47	+0.11	▲

Comments:
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- I have not had any issues with ___ since I have been working for her.
- I have found that ___ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- She leads by example, not reputation.
- I have been most impressed by ___ in the last year.   Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do.   High degree of common sense and good decisions is what I have seen from ___.
- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.

Persuasion and Influence

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Develops a good rapport with others.	15	3.53	100.0		47%	53%	
12. Communicates effectively with others.	15	3.27	100.0		73%	27%	
13. Seeks to obtain consensus or compromise.	15	3.33	100.0		67%	33%	
14. Understanding what others need.	15	3.13	86.7	13%	60%	27%	
15. Able to express own goals and needs.	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. Develops a good rapport with others.	3.47	3.53	+0.06 ▲
12. Communicates effectively with others.	3.47	3.27	-0.20 ▼
13. Seeks to obtain consensus or compromise.	3.35	3.33	-0.02 ▼
14. Understanding what others need.	3.18	3.13	-0.04 ▼
15. Able to express own goals and needs.	3.00	3.07	+0.07 ▲

Comments:
- I would like to see her expand personal long-term goals at the company.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- ___ has been very supportive of me and the Institute.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

Analytical

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. Selects the appropriate techniques for analysis.	15	3.40	93.3	7%	47%	47%	
17. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.27	93.3	7%	60%	33%	
18. Implements data validation techniques and methods.	14	3.00	92.9	7%	79%	14%	
19. Balances risks and costs with the rewards and probabilities of success when decisions.	15	3.47	100.0	53%	47%		
20. Identifies the root cause of a problem.	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. Selects the appropriate techniques for analysis.	3.65	3.40	-0.25 ▼
17. Analyzes data and information from several sources and arrives at logical conclusions.	3.47	3.27	-0.20 ▼
18. Implements data validation techniques and methods.	3.12	3.00	-0.12 ▼
19. Balances risks and costs with the rewards and probabilities of success when decisions.	3.59	3.47	-0.12 ▼
20. Identifies the root cause of a problem.	3.29	3.40	+0.11 ▲

Comments:
- She has a calm demeanor and willingness to help with anything.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- I think she is an asset to HR.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- She is quick to remind others, when needed why we are really here.

Goals

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. Achieves established goals.	15	3.53	100.0		47%	53%	
22. Makes sure that team members have a clear idea of our group's goals.	15	3.00	80.0	20%	60%		20%
23. Sets high expectations and goals; encourages others to support the organization.	15	2.87	80.0	20%	73%		7%
24. Goal Setting	15	3.47	100.0		53%	47%	
25. Understands & contributes to development of strategic goals.	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. Achieves established goals.	3.35	3.53	+0.18 ▲
22. Makes sure that team members have a clear idea of our group's goals.	3.00	3.00	
23. Sets high expectations and goals; encourages others to support the organization.	2.88	2.87	-0.02 ▼
24. Goal Setting	3.00	3.47	+0.47 ▲
25. Understands & contributes to development of strategic goals.	3.76	3.67	-0.10 ▼

Comments:
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.

Negotiation

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	3.40	93.3	7%	47%	47%	
27. Able to control their emotional responses and correctly gauge the emotions of others.	15	3.33	93.3	7%	53%	40%	
28. Maintains communication channels between parties in the negotiation.	15	3.53	100.0		47%	53%	
29. Establishes good working relationships with others.	15	3.67	100.0		33%	67%	
30. Is able to decline bad ideas to avoid making poor decisions.	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. Researches the needs of the other party to identify strengths and weaknesses of positions.	3.53	3.40	-0.13 ▼
27. Able to control their emotional responses and correctly gauge the emotions of others.	3.12	3.33	+0.22 ▲
28. Maintains communication channels between parties in the negotiation.	3.41	3.53	+0.12 ▲
29. Establishes good working relationships with others.	3.59	3.67	+0.08 ▲
30. Is able to decline bad ideas to avoid making poor decisions.	3.41	3.33	-0.08 ▼

Comments:
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- I enjoy working with ___. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- ___ has made great strides with increasing communication and teamwork within her reports.
- She involves stakeholders in discussions and values input from others.   I respect and value her as a peer.
- ___ not only values and listens to her staff she also gives them the support they need.

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
31. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.20	86.7	13%	53%		33%
32. Communicates vision for the department and company.	15	3.40	100.0		60%		40%
33. Identifies potential problems before they become critical incidents.	15	3.20	86.7	13%	53%		33%
34. Implements long-term solutions to problems.	15	3.27	93.3	7%	60%		33%
35. Maintains knowledge of current trends in the industry.	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. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.18	3.20	+0.02 ▲
32. Communicates vision for the department and company.	3.35	3.40	+0.05 ▲
33. Identifies potential problems before they become critical incidents.	3.18	3.20	+0.02 ▲
34. Implements long-term solutions to problems.	2.88	3.27	+0.38 ▲
35. Maintains knowledge of current trends in the industry.	3.18	3.00	-0.18 ▼

Comments:
- ___ delegates very effectively.
- She has consistently been a strong advocate for me and my team.
- ___ has a tough job, unclear role in an unclear world.   She has a great handle on current process and people.
- I have observed ___ work with her staff and team on improvement activities.   She has assigned" lead people to work on projects given their strengths.   ___ does take action when there are employees who do not fit with the organization mission and values.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- Detail oriented

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?

- ___ knows her team very well and is gaining the same knowledge in regards to her team
- ___ 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.
- She has been a great addition to the department in this area.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- There is apprehension with all the changes, but still a lot of engagement and positivity.

What do you like best about working with this individual?

- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part.   By working collaboratively with the team She was able to raise the departments moral while implementing those changes.   ___ is an engaged Leader.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- I have seen improvement and will try to encourage even more growth.

What do you like least about working with this individual?

- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- ___ has implemented using certain times of the day for email.   She is consistently encouraging staff to keep emails brief and too the point.
- Our team works well together because we understand our roles and what is expected of each person.   We are also encouraged to give input and I feel my opinion is respected and of equal value.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.

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

- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.

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

- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- I look forward to working with her in her new role.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- Collaboration with other departments and stakeholders is inconsistent.   When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor.   She seems hesitant to ask for feedback, review, or help.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- ___ does not always follow through with things (ordering equipment).

Any final comments?

- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- Gets the job organized and in time.   Makes sure all are on the same page and communicates very well.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- ___ exemplifies all of the above.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- I value ___ for so much more than her negotiating skills which are outstanding.