



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.

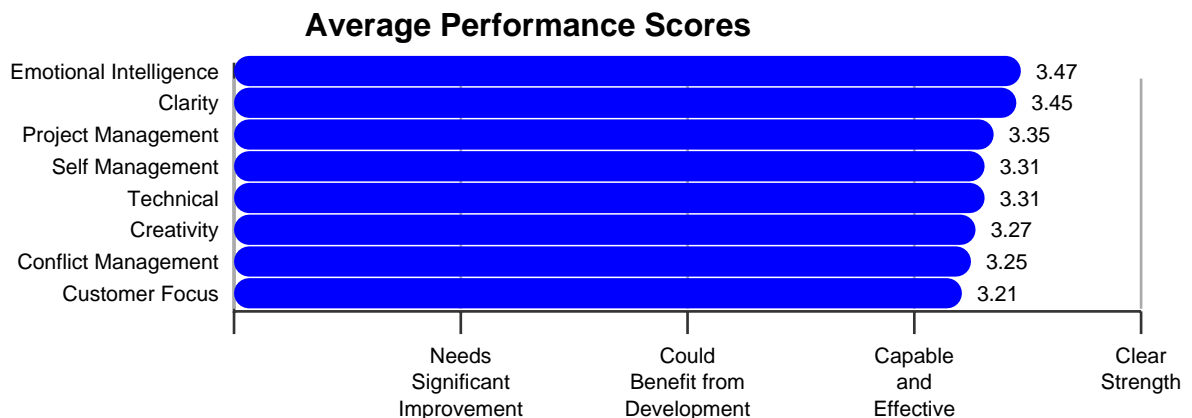
What to Do with Your Feedback

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 8 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.



Emotional Intelligence

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Is able to manage their own emotions.	15	3.20	93.3	7%	67%	27%	
2. Is able to control their own emotions.	15	3.87	100.0	13%	87%		
3. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.33	93.3	7%	53%	40%	
4. Able to understand others' points of view.	15	3.60	93.3	7%	27%	67%	
5. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Is able to manage their own emotions.	3.29	3.20	-0.09 ▼
2. Is able to control their own emotions.	3.65	3.87	+0.22 ▲
3. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.18	3.33	+0.16 ▲
4. Able to understand others' points of view.	3.41	3.60	+0.19 ▲
5. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.24	3.33	+0.10 ▲

Comments:

- 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.
- I truly enjoy working with ___ on a daily basis.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- She is well respected.
- ___ is able to multitask in a variety of ways.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Works with customers and clients to assess their needs and define project parameters.	15	3.20	93.3	7%	60%	33%	
7. Organizes work and sets priorities as needed.	15	3.20	86.7	13%	53%	33%	
8. Defines project outcomes based on customer requirements.	15	3.40	93.3	7%	47%	47%	
9. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.47	93.3	7%	40%	53%	
10. Inspires others to accomplish goals and objectives.	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. Works with customers and clients to assess their needs and define project parameters.	3.24	3.20	-0.04 ▼
7. Organizes work and sets priorities as needed.	3.41	3.20	-0.21 ▼
8. Defines project outcomes based on customer requirements.	3.24	3.40	+0.16 ▲
9. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.18	3.47	+0.29 ▲
10. Inspires others to accomplish goals and objectives.	3.35	3.47	+0.11 ▲

Comments:

- 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.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- ___ exemplifies all of these qualities.
- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- She is quick and willing to aid.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.

Creativity

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Develops solutions to challenging problems.	15	3.53	100.0	47%	53%		
12. Is creative and inspirational.	15	3.27	100.0	73%	27%		
13. Adds value to the department/organization.	15	3.33	100.0	67%	33%		
14. Conceives, implements and evaluates ideas.	15	3.13	86.7	13%	60%	27%	
15. Inspires creativity in their team.	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 solutions to challenging problems.	3.47	3.53	+0.06 ▲
12. Is creative and inspirational.	3.47	3.27	-0.20 ▼
13. Adds value to the department/organization.	3.35	3.33	-0.02 ▼
14. Conceives, implements and evaluates ideas.	3.18	3.13	-0.04 ▼
15. Inspires creativity in their team.	3.00	3.07	+0.07 ▲

Comments:

- ___ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- ___ gives me feedback good and indifferent.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- She is both the manager and the interim director for the service line.
- ___ is an amazing manager. She genuinely cares about her staff.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.

Self 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Analyzes interpersonal problems instead of reacting to them.	15	3.40	93.3	7%	47%	47%	
17. Does not allow own emotions to interfere with the performance of others.	15	3.27	93.3	7%	60%	33%	
18. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	14	3.00	92.9	7%	79%	14%	
19. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.47	100.0		53%	47%	
20. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	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. Analyzes interpersonal problems instead of reacting to them.	3.65	3.40	-0.25 ▼
17. Does not allow own emotions to interfere with the performance of others.	3.47	3.27	-0.20 ▼
18. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.12	3.00	-0.12 ▼
19. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.59	3.47	-0.12 ▼
20. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.29	3.40	+0.11 ▲

Comments:

- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.

Technical

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Demonstrates mastery of the technical competencies required in his/her work.	15	3.53	100.0	47%	53%		
22. Knows how to produce high quality products/work.	15	3.00	80.0	20%	60%	20%	
23. Willingly shares his/her technical expertise; sought out as resource by others	15	2.87	80.0	20%	73%	7%	
24. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.47	100.0	53%	47%		
25. Is knowledgeable of procedures or systems necessary for the job.	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. Demonstrates mastery of the technical competencies required in his/her work.	3.35	3.53	+0.18 ▲
22. Knows how to produce high quality products/work.	3.00	3.00	
23. Willingly shares his/her technical expertise; sought out as resource by others	2.88	2.87	-0.02 ▼
24. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.00	3.47	+0.47 ▲
25. Is knowledgeable of procedures or systems necessary for the job.	3.76	3.67	-0.10 ▼

Comments:

- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- ___ is a good leader because she gives examples through her own behavior.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- ___ is respected by the team and they openly seek out her advise or opinion.
- ___ is a great leader and is committed to her role here at [CompanyName]!

Clarity

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Adjusts communication methods to the needs of the audience.	15	3.40	93.3	7%	47%	47%	
27. Clearly explains the vision and goals of the company.	15	3.33	93.3	7%	53%	40%	
28. Maintains clarity in goals and objectives.	15	3.53	100.0		47%	53%	
29. Communicates ideas and facts clearly and effectively in writing.	15	3.67	100.0		33%	67%	
30. Provides a clear vision for the future.	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. Adjusts communication methods to the needs of the audience.	3.53	3.40	-0.13 ▼
27. Clearly explains the vision and goals of the company.	3.12	3.33	+0.22 ▲
28. Maintains clarity in goals and objectives.	3.41	3.53	+0.12 ▲
29. Communicates ideas and facts clearly and effectively in writing.	3.59	3.67	+0.08 ▲
30. Provides a clear vision for the future.	3.41	3.33	-0.08 ▼

Comments:

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- Great addition to our team!
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- Has one of the strongest work ethics I've ever encountered in a team member.
- ___ has nothing but [CompanyName]'s best interest at heart.

Customer 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Consistently models positive customer service attitudes.	15	3.20	86.7	13%	53%	33%	
32. Does not hesitate to address customer concerns or complaints.	15	3.40	100.0		60%	40%	
33. ...friendliness and courtesy	15	3.20	86.7	13%	53%	33%	
34. Develops good rapport and trust with the customer.	15	3.27	93.3	7%	60%	33%	
35. Develops strong customer relationships.	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. Consistently models positive customer service attitudes.	3.18	3.20	+0.02 ▲
32. Does not hesitate to address customer concerns or complaints.	3.35	3.40	+0.05 ▲
33. ...friendliness and courtesy	3.18	3.20	+0.02 ▲
34. Develops good rapport and trust with the customer.	2.88	3.27	+0.38 ▲
35. Develops strong customer relationships.	3.18	3.00	-0.18 ▼

Comments:

- She truly is the best Manager I have ever had.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- ___ works very well with other departments.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.

Conflict 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Helps employees to think through alternative ways to resolve conflict situations.	15	3.20	93.3	7%	67%		27%
37. Discusses conflict situations with supervisor.	15	3.27	93.3	7%	60%		33%
38. Deals effectively with employee grievances.	15	3.27	86.7	13%	47%		40%
39. Clearly expresses expectations to others.	15	3.13	86.7	13%	60%		27%
40. Assists team members by helping them see the other point of view.	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
36. Helps employees to think through alternative ways to resolve conflict situations.	3.18	3.20	+0.02 ▲
37. Discusses conflict situations with supervisor.	3.35	3.27	-0.09 ▼
38. Deals effectively with employee grievances.	3.24	3.27	+0.03 ▲
39. Clearly expresses expectations to others.	3.59	3.13	-0.45 ▼
40. Assists team members by helping them see the other point of view.	3.29	3.40	+0.11 ▲

Comments:

- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- just know going through the hiring process with her.

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?

- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.

What do you like best about working with this individual?

- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- ___ does a great job investigating an issue thinking it through before she takes action.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- 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.

What do you like least about working with this individual?

- Each member feels they are a part of the team and knows their contribution is valued.
- she has patience.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.

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

- ___'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.
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- ___ needs no improvement
- She includes appropriate people in her decisions and follows through on decisions made.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.

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

- Be being better organized. It would help with prioritizing.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- Her focus is for quality that is customer centered.

Any final comments?

- ___ is a true asset to [CompanyName].
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- Dedicated to the customer and community, she is worth her weight in gold.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Good leadership style.