



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.

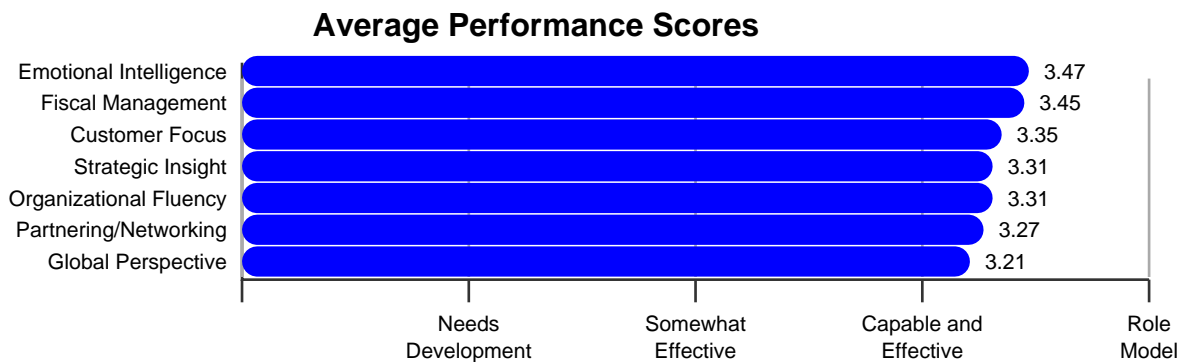
What to Do with Your Feedback

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

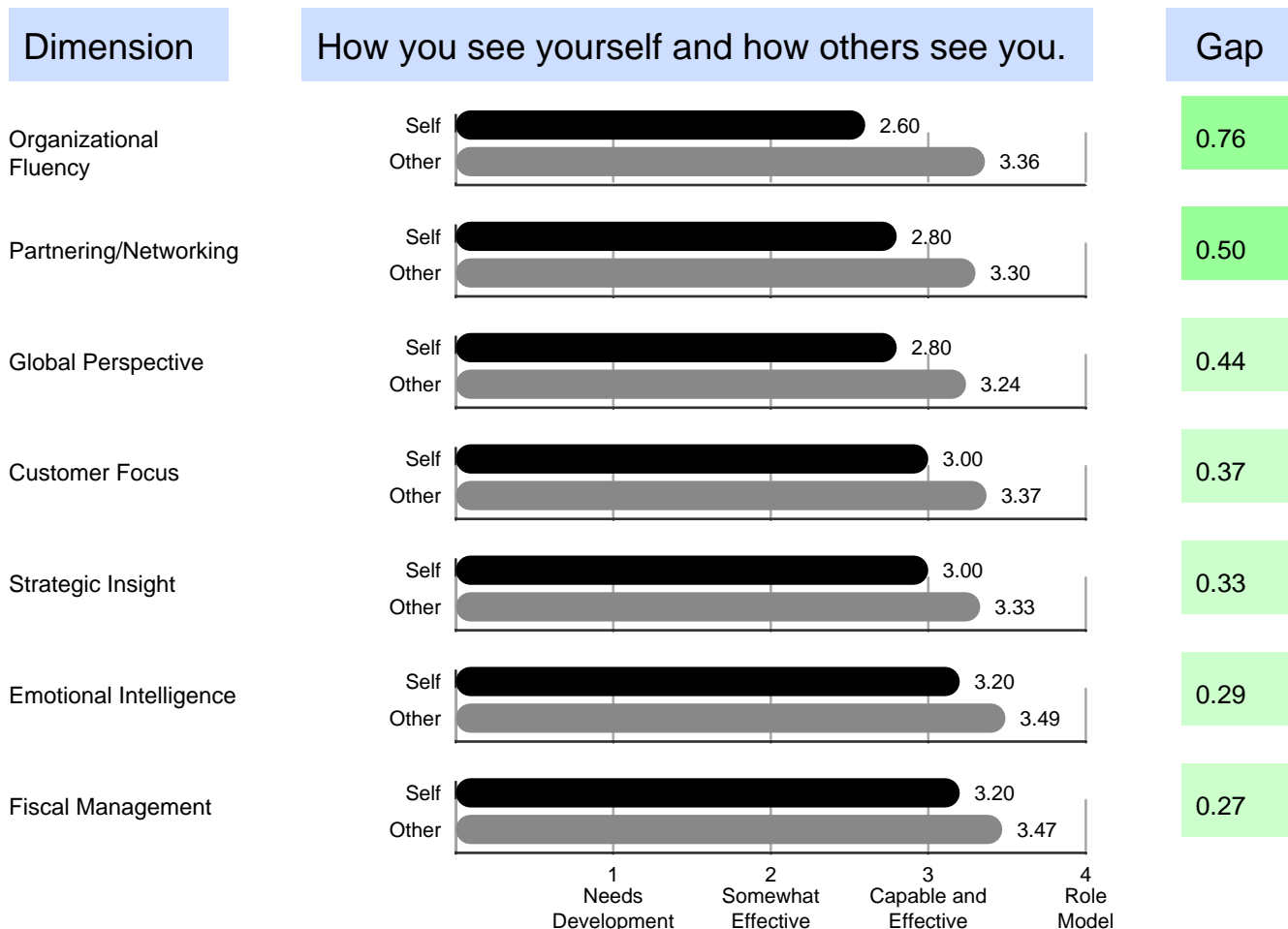
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.20	93.3	7%	67%		27%
2. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Accurately perceives the emotional reactions of others.	15	3.60	93.3	7%	27%	67%	
5. Is able to manage their own emotions.	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 attentive to emotional cues and interprets others' feelings correctly.	3.29	3.20	-0.09 ▼
2. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Accurately perceives the emotional reactions of others.	3.41	3.60	+0.19 ▲
5. Is able to manage their own emotions.	3.24	3.33	+0.10 ▲

Comments:

- Loyalty. Willingness to get it right.
- 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.
- I enjoy working with ___ and look forward to future opportunities for collaboration.
- Personality. Great Mentor and Leader. Talented.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.20	93.3	7%	60%		33%
7. Considers customers point of view when making decisions.	15	3.20	86.7	13%	53%		33%
8. Does not hesitate to address customer concerns or complaints.	15	3.40	93.3	7%	47%		47%
9. Maintains positive customer relationships.	15	3.47	93.3	7%	40%		53%
10. Consistently models positive customer service attitudes.	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. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.24	3.20	-0.04 ▼
7. Considers customers point of view when making decisions.	3.41	3.20	-0.21 ▼
8. Does not hesitate to address customer concerns or complaints.	3.24	3.40	+0.16 ▲
9. Maintains positive customer relationships.	3.18	3.47	+0.29 ▲
10. Consistently models positive customer service attitudes.	3.35	3.47	+0.11 ▲

Comments:

- I believe I need to give her a chance to get into her position.
- As mentioned above, good collaboration.
- She is an excellent teammate, great attitude, effort, and energy.
- ___ collaborates well with other departments and managers.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.

Partnering/Networking

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Maintains infrastructure to support partnerships and networks.	15	3.53	100.0	47%	53%		
12. Creates value within the Company by building networks.	15	3.27	100.0	73%	27%		
13. Seeks to reduce institutional roadblocks to information sharing.	15	3.33	100.0	67%	33%		
14. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.13	86.7	13%	60%	27%	
15. Develops a sense of trust in subordinates so they can freely interact and share information with 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. Maintains infrastructure to support partnerships and networks.	3.47	3.53	+0.06 ▲
12. Creates value within the Company by building networks.	3.47	3.27	-0.20 ▼
13. Seeks to reduce institutional roadblocks to information sharing.	3.35	3.33	-0.02 ▼
14. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.18	3.13	-0.04 ▼
15. Develops a sense of trust in subordinates so they can freely interact and share information with others.	3.00	3.07	+0.07 ▲

Comments:

- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- Thoroughness, accuracy, professionalism.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- ___'s management style is excellent.
- ___ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. ___ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Analyzes unique issues or problems impacting the Company.	15	3.40	93.3	7%	47%	47%	
17. Maintains knowledge of current trends in the industry.	15	3.27	93.3	7%	60%	33%	
18. Implements long-term solutions to problems.	14	3.00	92.9	7%	79%	14%	
19. Formulates policies and strategies for addressing the Company's important challenges.	15	3.47	100.0		53%	47%	
20. Identifies potential problems before they become critical incidents.	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 unique issues or problems impacting the Company.	3.65	3.40	-0.25 ▼
17. Maintains knowledge of current trends in the industry.	3.47	3.27	-0.20 ▼
18. Implements long-term solutions to problems.	3.12	3.00	-0.12 ▼
19. Formulates policies and strategies for addressing the Company's important challenges.	3.59	3.47	-0.12 ▼
20. Identifies potential problems before they become critical incidents.	3.29	3.40	+0.11 ▲

Comments:

- You could check for clarity in expectations more frequently.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She is a high energy individual, with a level of integrity that goes above and beyond.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She has a calm demeanor and willingness to help with anything.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.

Organizational Fluency

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Anticipates problems that may affect the department.	15	3.53	100.0	47%	53%		
22. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.00	80.0	20%	60%	20%	
23. Effective in communicating with others within the organization.	15	2.87	80.0	20%	73%	7%	
24. Able to explain departmental policies and procedures to others.	15	3.47	100.0	53%	47%		
25. Gets things done through the department.	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. Anticipates problems that may affect the department.	3.35	3.53	+0.18 ▲
22. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.00	3.00	
23. Effective in communicating with others within the organization.	2.88	2.87	-0.02 ▼
24. Able to explain departmental policies and procedures to others.	3.00	3.47	+0.47 ▲
25. Gets things done through the department.	3.76	3.67	-0.10 ▼

Comments:

- ___ is an intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- She could help teammates by becoming more proficient in some areas.
- ___ is a tremendous leader in our organization.
- Attitude is there; however, follow through is lacking at times.

Fiscal 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Keeps excellent records for financial transparency.	15	3.40	93.3	7%	47%	47%	
27. Develops of the department's annual budget.	15	3.33	93.3	7%	53%	40%	
28. Provides budgeting and accounting support to the Company.	15	3.53	100.0		47%	53%	
29. Effective in using Company's resources.	15	3.67	100.0	33%		67%	
30. Ensures others follow the correct rules and regulations on fiscal matters.	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. Keeps excellent records for financial transparency.	3.53	3.40	-0.13 ▼
27. Develops of the department's annual budget.	3.12	3.33	+0.22 ▲
28. Provides budgeting and accounting support to the Company.	3.41	3.53	+0.12 ▲
29. Effective in using Company's resources.	3.59	3.67	+0.08 ▲
30. Ensures others follow the correct rules and regulations on fiscal matters.	3.41	3.33	-0.08 ▼

Comments:

- She removes barriers so that we can do our job to the best of our ability.
- Delegates often with little to no direction.
- ___ is consistent in her messaging about how we best serve the customers.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- I respect ___ and have turned to her for advice.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.

Global Perspective

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Able to work with others from different cultures and countries.	15	3.20	86.7	13%	53%	33%	
32. Builds working relationships with others across cultures.	15	3.40	100.0		60%	40%	
33. Can effectively deliver presentations to international clients.	15	3.20	86.7	13%	53%	33%	
34. Able to listen and understand others and discuss issues in a respectful way.	15	3.27	93.3	7%	60%	33%	
35. Works well with others from different cultural backgrounds.	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. Able to work with others from different cultures and countries.	3.18	3.20	+0.02 ▲
32. Builds working relationships with others across cultures.	3.35	3.40	+0.05 ▲
33. Can effectively deliver presentations to international clients.	3.18	3.20	+0.02 ▲
34. Able to listen and understand others and discuss issues in a respectful way.	2.88	3.27	+0.38 ▲
35. Works well with others from different cultural backgrounds.	3.18	3.00	-0.18 ▼

Comments:

- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- She is always looking to and listening to the staff for their and needs.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- ___ is an amazing manager. She genuinely cares about her staff.

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?

- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- She is a great leader.

What do you like best about working with this individual?

- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- She has hired good people, and developed strong relationship's with finance.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.

What do you like least about working with this individual?

- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- She includes appropriate people in her decisions and follows through on decisions made.
- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- ___ is an excellent manager.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.

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

- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- Initiative, attitude, and willingness to pitch in.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- She always responds in a timely manner and stays organized.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Appreciate ___'s dedication to making the campus cleaner. Results are evident.

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

- ___ is a tremendous leader in our organization.
- Our organization is a better place because of her and her future focus.
- 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.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- Expectations are not always clearly communicated/outlined.

Any final comments?

- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- I can't think of a single thing ___ could improve upon.
- I think that ___ is making good strides in setting expectations through clear communication.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.