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.
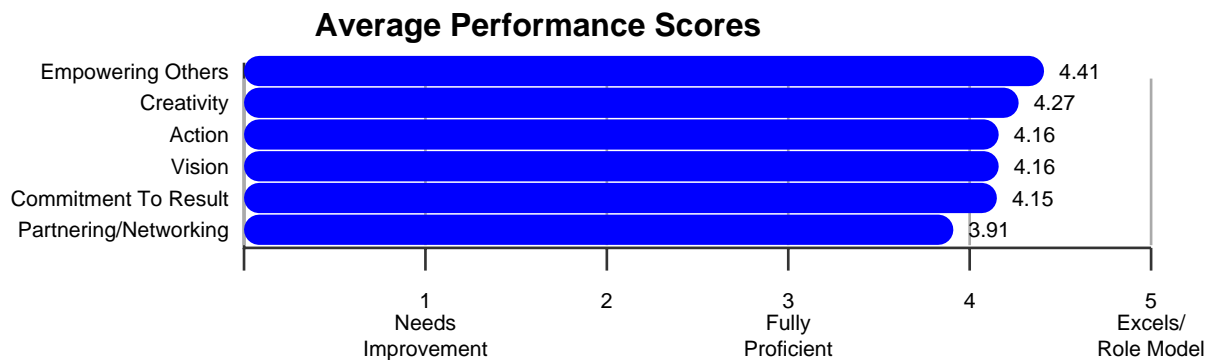
What to Do with Your Feedback

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.
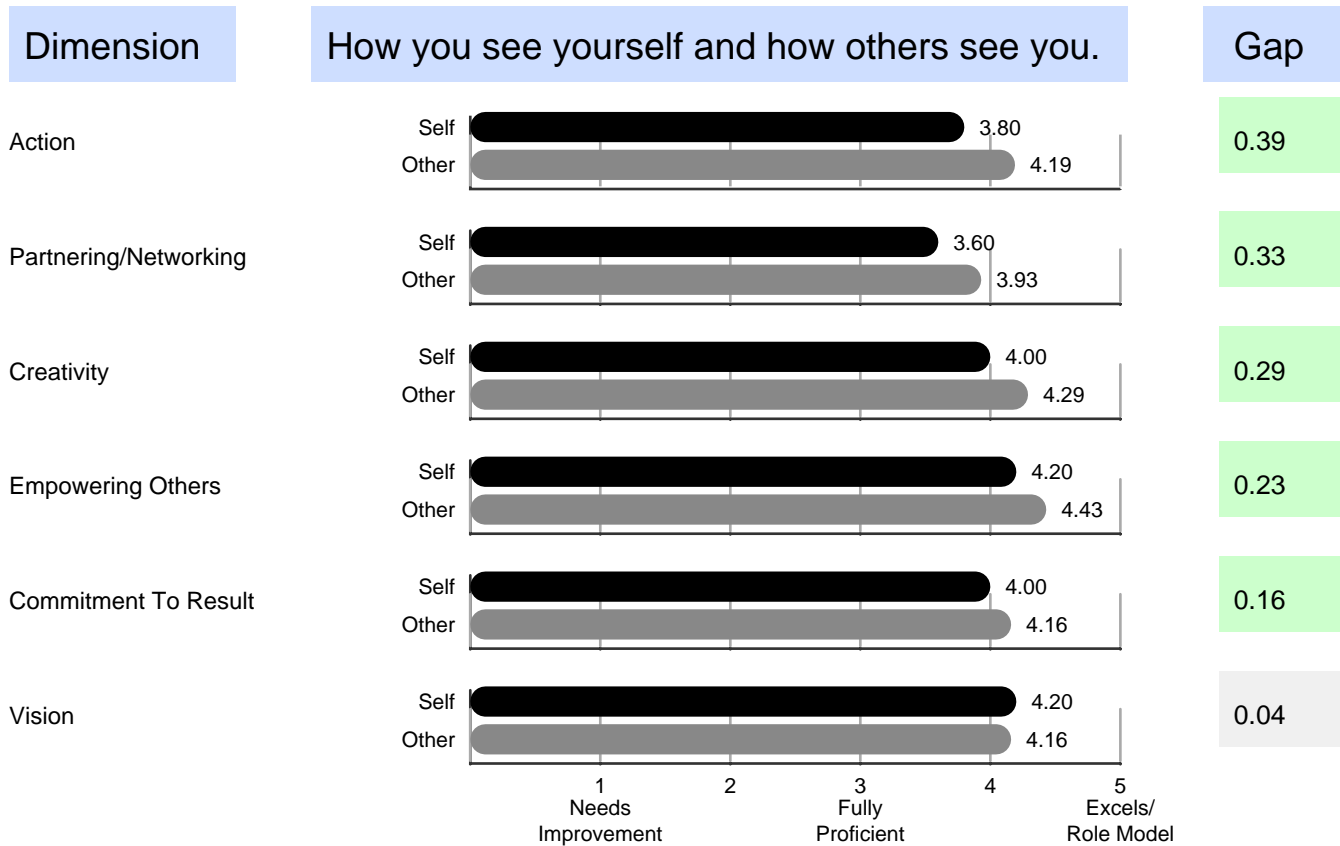
Summary

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 6 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
Empowering Others	4.41
Creativity	4.27
Action	4.16
Vision	4.16
Commitment To Result	4.15
Partnering/Networking	3.91

Scale:
1 — Needs Improvement
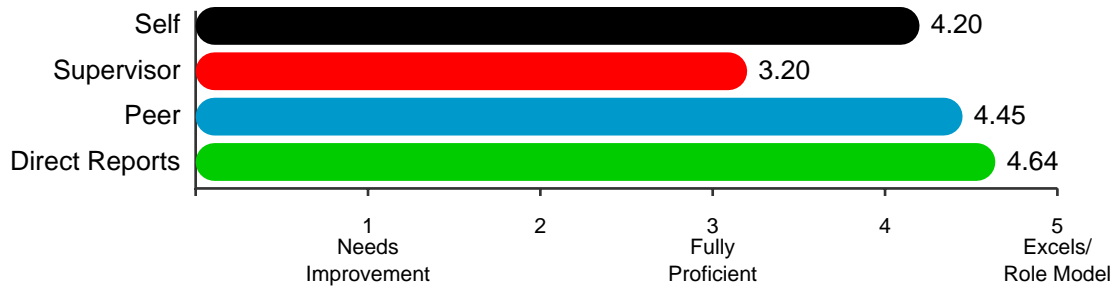3 — Fully Proficient
5 — Excels/Role Model

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
Action	Self 3.80 / Other 4.19	0.39
Partnering/Networking	Self 3.60 / Other 3.93	0.33
Creativity	Self 4.00 / Other 4.29	0.29
Empowering Others	Self 4.20 / Other 4.43	0.23
Commitment To Result	Self 4.00 / Other 4.16	0.16
Vision	Self 4.20 / Other 4.16	0.04

Scale:
1 Needs Improvement
2
3 Fully Proficient
4
5 Excels/ Role Model

Empowering Others

Summary Scores

1. Gives responsibility for making important decisions to employees.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.20

2. Lets employees make their own decisions.

Self	5.00
Supervisor	4.00
Peer	4.88
Direct Reports	5.00

3. Lets employees complete tasks according to their methods.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.80

4. Set clear goals for assignments.

Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.60

5. Ensures employees understand what is being assigned to them.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.60
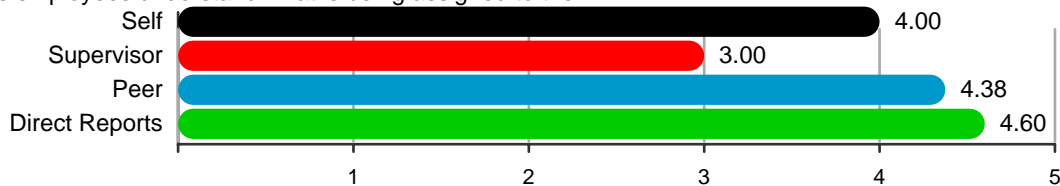
Level of Skill

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 Improvement) to green (Excels/ Role Model).
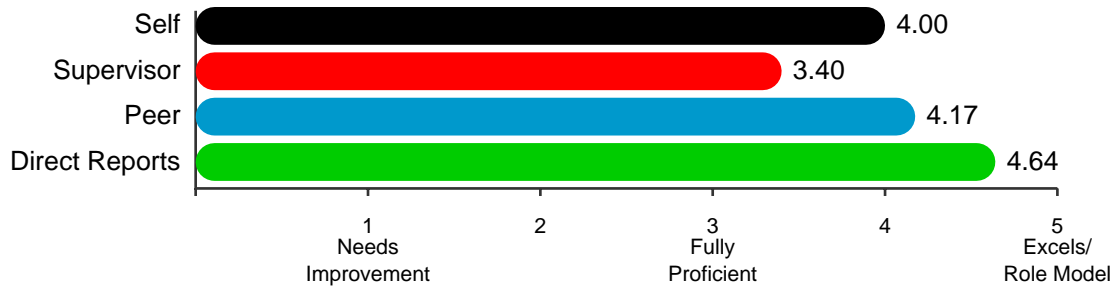
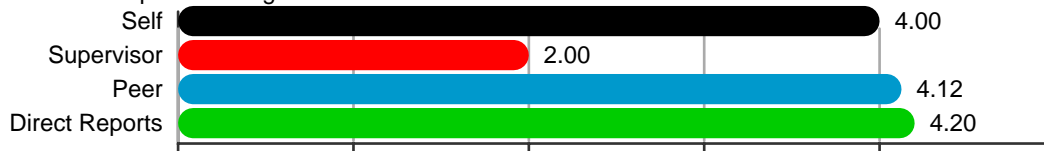| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Gives responsibility for making important decisions to employees.	15	4.20	93.3	7%	67%		27%
2. Lets employees make their own decisions.	15	4.87	100.0	13%	87%		
3. Lets employees complete tasks according to their methods.	15	4.27	93.3	7%	60%		33%
4. Set clear goals for assignments.	15	4.40	86.7	13%	33%		53%
5. Ensures employees understand what is being assigned to them.	15	4.33	93.3	7%	53%		40%

Comments:

- She knows her subject matter!
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- Our department continues to have a very low loss rate.

Creativity

Summary Scores

	Score
Self	4.00
Supervisor	3.40
Peer	4.17
Direct Reports	4.64

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

6. Adds value to the department/organization.

	Score
Self	4.00
Supervisor	2.00
Peer	4.12
Direct Reports	4.20

7. Is creative and inspirational.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.40

8. Creates a lot of new ideas.

	Score
Self	4.00
Supervisor	5.00
Peer	4.12
Direct Reports	4.60

9. Develops solutions to challenging problems.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	5.00

10. Is creative.

	Score
Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	5.00

1   2   3   4   5
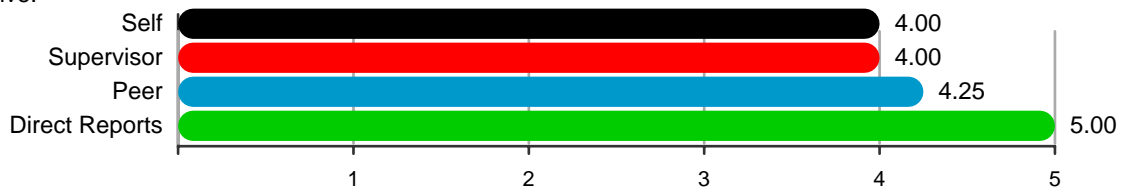
Level of Skill

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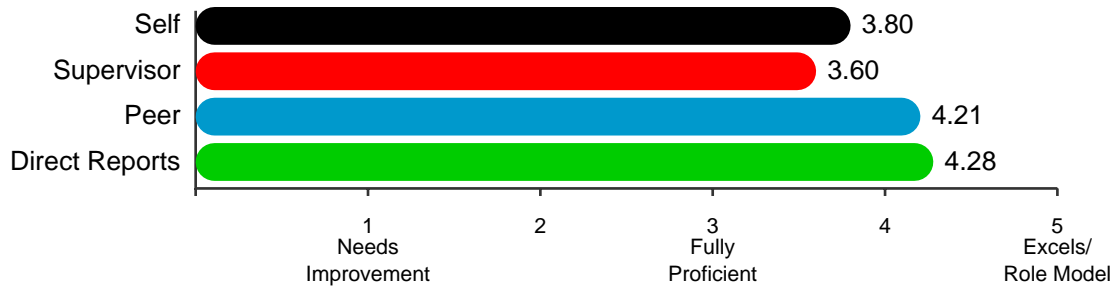
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Adds value to the department/organization.	15	4.00	80.0	7%	13%	53%		27%
7. Is creative and inspirational.	15	4.07	80.0		20%	53%		27%
8. Creates a lot of new ideas.	15	4.33	93.3	7%		47%		47%
9. Develops solutions to challenging problems.	15	4.47	93.3		7%	40%		53%
10. Is creative.	15	4.47	93.3		7%	40%		53%

Comments:
- Has good intentions, but follow through needs more work.
- I appreciate her receptiveness and openness and her sense of humor.
- ___ takes some time to process new ideas and often reacts before considering the facts.   Once ___ has had time took think about discussions, she is willing to work with other departments and staff.   She can be stubborn at times.
- She is very supportive of us and the job we do.
- She is also very enthusiastic and energetic.
- ___'s leadership at [CompanyName] has been outstanding.   I have been very impressed with her since she came here and I admire her work.

Action

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.21
Direct Reports	4.28

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        1           2           3           4           5
     Needs                   Fully                   Excels/
   Improvement            Proficient             Role Model
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11. Effectively makes decisions

Self	4.00
Supervisor	5.00
Peer	4.38
Direct Reports	5.00

12. Is not afraid to take corrective action when necessary.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.40

13. Does whatever it takes (within reason) to get the job done.

Self	4.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.40

14. Gets the job done.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	3.80

15. Drives and mobilizes others progress toward goals.

Self	3.00
Supervisor	2.00
Peer	3.86
Direct Reports	3.80

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        1           2           3           4           5
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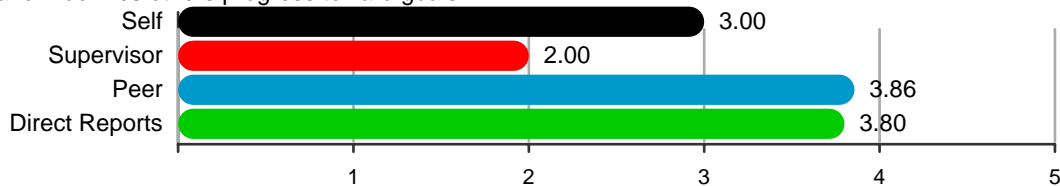
Level of Skill

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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Effectively makes decisions	15	4.60	100.0	40%			60%	
12. Is not afraid to take corrective action when necessary.	15	4.27	100.0	73%				27%
13. Does whatever it takes (within reason) to get the job done.	15	4.33	100.0	67%				33%
14. Gets the job done.	15	3.93	73.3	27%		53%		20%
15. Drives and mobilizes others progress toward goals.	14	3.64	57.1	14%	29%	36%		21%

Comments:
- She collaborates with all departments and operates under shared governance.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- She recognized where I needed help and supported me in making the case to get it.
- Difficult to reach sometimes and often does not respond to messages at all.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- She encourages each staff member to understand each other and to work together in a very positive manner.

Commitment To Result

Summary Scores
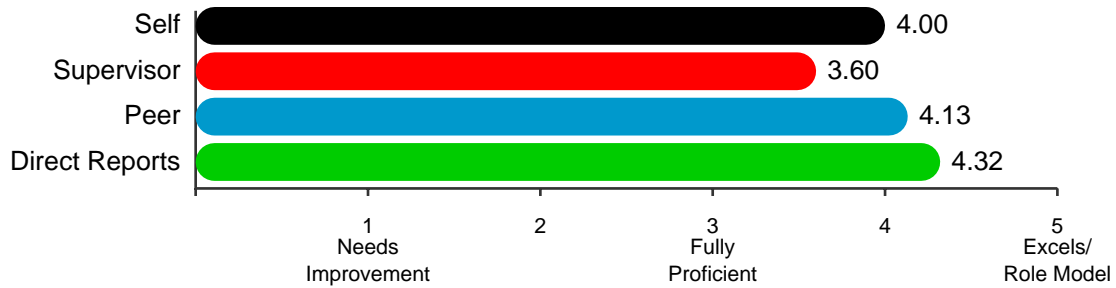
16. Takes immediate action toward goals.

17. Maintains persistence and dedication to achieving results.
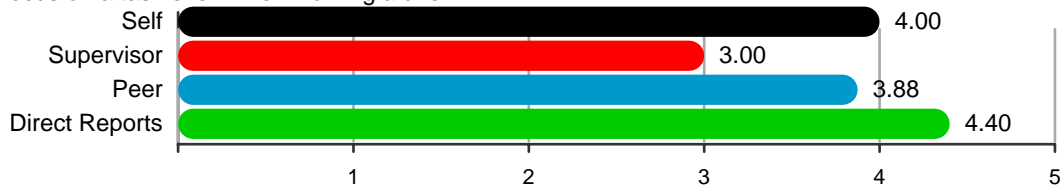

18. Coordinates all department activities into a cohesive team effort.

19. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.

20. Able to focus on a task even when working alone.

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 Improvement) to green (Excels/ Role Model).
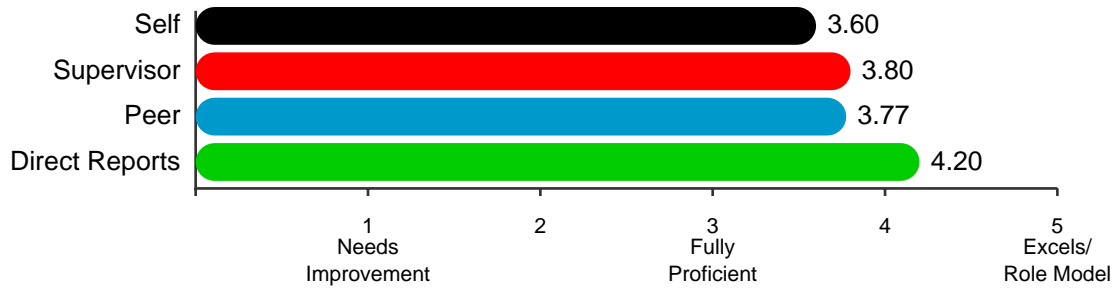
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Takes immediate action toward goals.	15	4.33	86.7	13%	40%		47%	
17. Maintains persistence and dedication to achieving results.	15	4.27	93.3	7%	60%		33%	
18. Coordinates all department activities into a cohesive team effort.	14	4.00	92.9	7%	86%		7%	
19. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	14	4.14	85.7	7%	7%	50%	36%	
20. Able to focus on a task even when working alone.	15	4.00	66.7	7%	27%	27%	40%	

Comments:
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- Employees were not encouraged to do anything besides come to work.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- Always conducts herself in a professional manner.

Partnering/Networking

Summary Scores

	Score
Self	3.60
Supervisor	3.80
Peer	3.77
Direct Reports	4.20

Scale: 1 Needs Improvement — 3 Fully Proficient — 5 Excels/Role Model

21. Partners with peers to obtain influence within the Company.

	Score
Self	4.00
Supervisor	5.00
Peer	3.50
Direct Reports	4.60

22. Creates the conditions for partnerships to grow and develop.

	Score
Self	3.00
Supervisor	3.00
Peer	3.75
Direct Reports	3.20

23. Maintains infrastructure to support partnerships and networks.

	Score
Self	3.00
Supervisor	3.00
Peer	3.38
Direct Reports	4.20

24. Supports a partnering/networking culture.

	Score
Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

25. Builds alliances between departments and teams.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.80
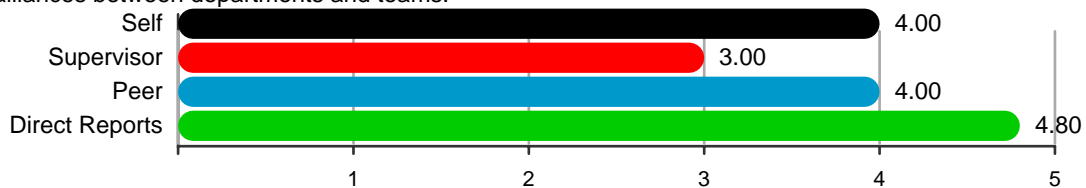
Level of Skill

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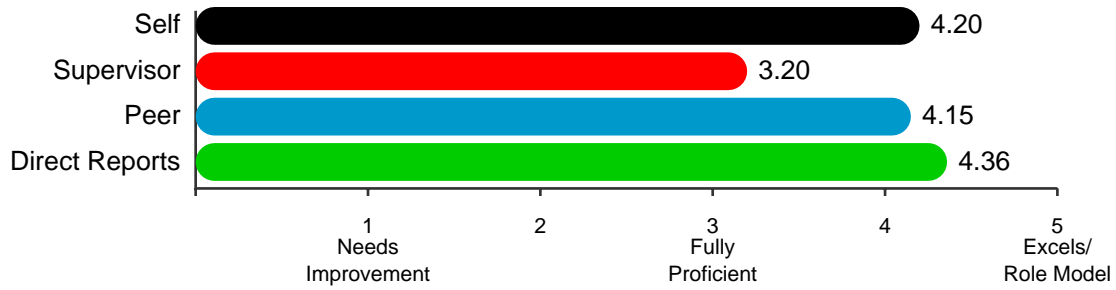
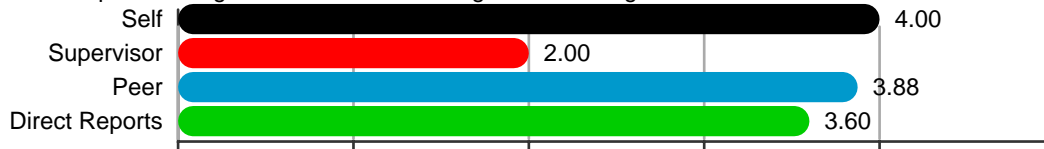| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Partners with peers to obtain influence within the Company.	15	4.00	66.7	13%	20%	20%	47%
22. Creates the conditions for partnerships to grow and develop.	15	3.47	53.3	13%	33%	47%	7%
23. Maintains infrastructure to support partnerships and networks.	15	3.60	66.7	13%	20%	60%	7%
24. Supports a partnering/networking culture.	15	4.27	86.7	7% 7%	40%		47%
25. Builds alliances between departments and teams.	15	4.20	80.0	7% 13%	33%		47%

Comments:
- ___ 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.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- She is excellent at helping/coaching/problem-solving with others.
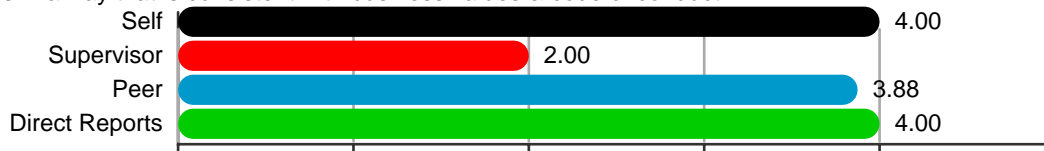
Vision

Summary Scores

26. Develops action plans to align his/her work with the goals of the organization

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	3.60

27. Behaves in a way that is consistent with business values & code of conduct

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	4.00

28. Understands the vision of the Company and promotes it ahead of any self-interests.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

29. Communicates a vision of where the Company needs to be in the future.

Self	5.00
Supervisor	4.00
Peer	4.50
Direct Reports	5.00

30. Demonstrates consistency between words and actions

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60
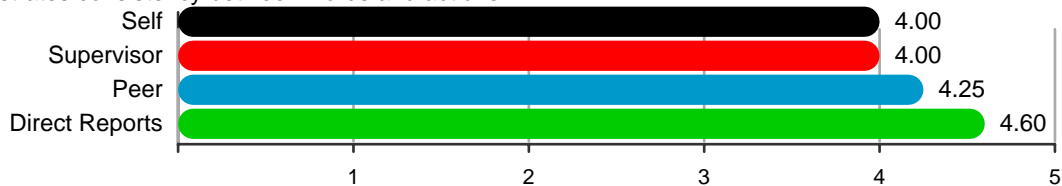
Level of Skill

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 Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Develops action plans to align his/her work with the goals of the organization	15	3.67	66.7	20%	13%	47%	20%
27. Behaves in a way that is consistent with business values & code of conduct	15	3.80	73.3	20%	7%	47%	27%
28. Understands the vision of the Company and promotes it ahead of any self-interests.	15	4.33	86.7	13%		40%	47%
29. Communicates a vision of where the Company needs to be in the future.	15	4.67	100.0			33%	67%
30. Demonstrates consistency between words and actions	15	4.33	100.0			67%	33%

Comments:
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- I feel safe and comfortable going to her for any reason.   I am very glad to have her for a Director, and also as a partner and teammate.
- ___ has been instrumental in the working relationship of our department.
- She has positive energy, leads by example, and cares about teammates.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- She has done great work to help the organization deal with its financial challenges.   The only area of improvement is around communication style.

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?

- ___ is someone I have immense respect for.   She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- I am having a hard time evaluating the last four.   ___ produces excellent materials and strategy for marketing and   business development.   I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- She is all the above and more, have never worked with a more engaged leader.   Her shoes will be difficult to fill.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- ___ is a strong leader and passionate about her customers, staff and safety.

What do you like best about working with this individual?

- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear.   I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us.   I really appreciate ___ !
- ___ is concerned about the input of the staff.   Has worked to try to improve her responsiveness and performance.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- ___ 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.
- She challenges me every day to be my best and I appreciate that.

What do you like least about working with this individual?

- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department.   She regularly would spend 30 minutes sharing her insights on a topic.   She also facilitated numerous training sessions when I   started my job a year ago.
- Expectations of scheduling for associate manager's is not always clearly defined.   As a result consistent leadership is not available to staff.   Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- She has helped make me a better manager through her actions and follow through.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- From my perspective, ___ is a very effective leader.   I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more.   ___ is always open and is a great collaborator.

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

- She translated the creative thinking into real change and solution that advanced our department.
- ___'s leadership in finance and strategy is exemplary.   However, her ability to use her team and discuss direction is an area where she can improve.
- Always has a positive, cheerful, and strong attitude.
- She values our feedback and takes our recommendations seriously.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Sometimes her decisions aren't thought through from a financial perspective.

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

- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- ___ is not always open to new ideas or troubleshooting issue and workflows.   She does end up willing to review situations, it just sometimes takes some time.
- ___ takes people where they want to go and pushes them to be their own success.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- ___ is an exceptional leader in my opinion.   She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- She takes the time to explain to staff the rationale of changes being made.

Any final comments?

- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- I enjoy working with ___ and look forward to future opportunities for collaboration.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- ___ exemplifies all of these qualities.