



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.

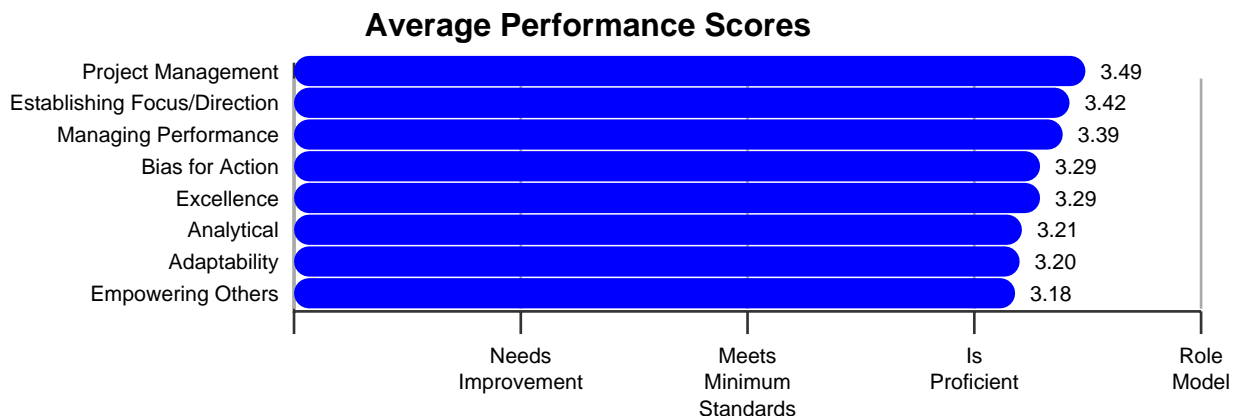
What to Do with Your Feedback

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

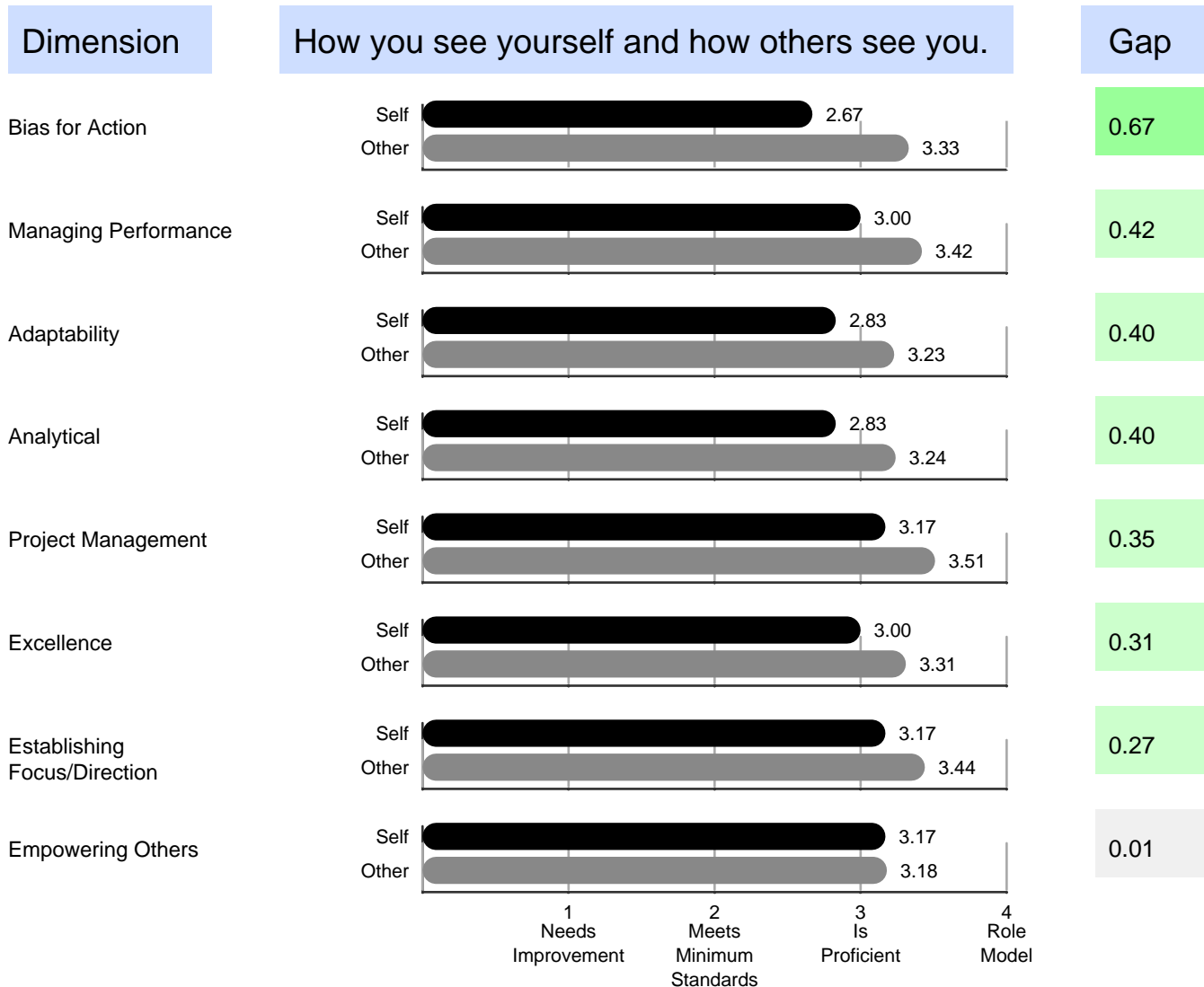
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Establishing Focus/Direction

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Helps guide employees with prioritizing tasks.	15	3.20	93.3	7%	67%		27%
2. Functions well under stress, deadlines, and/or significant workloads.	15	3.87	100.0	13%	87%		
3. Maintains focus when handling several problems or tasks simultaneously.	15	3.33	93.3	7%	53%		40%
4. Maintains self-control when personally criticized.	15	3.60	93.3	7%	27%	67%	
5. Excellent at managing time.	15	3.33	93.3	7%	53%		40%
6. Makes sure that employees understand and identify with the team's mission.	15	3.20	93.3	7%	60%		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
1. Helps guide employees with prioritizing tasks.	3.29	3.20	-0.09 ▼
2. Functions well under stress, deadlines, and/or significant workloads.	3.65	3.87	+0.22 ▲
3. Maintains focus when handling several problems or tasks simultaneously.	3.18	3.33	+0.16 ▲
4. Maintains self-control when personally criticized.	3.41	3.60	+0.19 ▲
5. Excellent at managing time.	3.24	3.33	+0.10 ▲
6. Makes sure that employees understand and identify with the team's mission.	3.24	3.20	-0.04 ▼

Comments:

- Does above and beyond work consistently
- She has deep technical expertise in a number of areas of human resource management.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- What I like is her standard line what resources do you need from me to make this work?
- Provides team members with frequent informal feedback.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
7. Provides employees with necessary resources to accomplish their goals.	15	3.20	86.7	13%	53%		33%
8. Aligns individual and team goals with the organization's goals and objectives.	15	3.40	93.3	7%	47%		47%
9. Acknowledges employee contributions that support the bottom line.	15	3.47	93.3	7%	40%		53%
10. Establishes measures of performance.	15	3.47	93.3	7%	40%		53%
11. Adjusts performance goals as needed to meet the demands of the department/organization.	15	3.53	100.0		47%		53%
12. Ensures that team goals are met 85 percent of the time.	15	3.27	100.0		73%		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
7. Provides employees with necessary resources to accomplish their goals.	3.41	3.20	-0.21 ▼
8. Aligns individual and team goals with the organization's goals and objectives.	3.24	3.40	+0.16 ▲
9. Acknowledges employee contributions that support the bottom line.	3.18	3.47	+0.29 ▲
10. Establishes measures of performance.	3.35	3.47	+0.11 ▲
11. Adjusts performance goals as needed to meet the demands of the department/organization.	3.47	3.53	+0.06 ▲
12. Ensures that team goals are met 85 percent of the time.	3.47	3.27	-0.20 ▼

Comments:

- I have great respect and appreciation for _____. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- What I like is her standard line what resources do you need from me to make this work?
- I envy her versatility in working with a wide variety of issues and topics.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- Demonstrates a focus on the business goals through task prioritization.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.

Adaptability

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. Adjusts plans or schedules to deal with changing situations.	15	3.33	100.0		67%		33%
14. Is flexible and open minded in dealing with others.	15	3.13	86.7	13%	60%		27%
15. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.07	80.0	20%	53%		27%
16. Able to quickly learn new ways of performing their job.	15	3.40	93.3	7%	47%		47%
17. Able to work effectively with new people and new teams.	15	3.27	93.3	7%	60%		33%
18. Flexible and adaptable when confronted with unexpected changes.	14	3.00	92.9	7%	79%		14%

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
13. Adjusts plans or schedules to deal with changing situations.	3.35	3.33	-0.02 ▼
14. Is flexible and open minded in dealing with others.	3.18	3.13	-0.04 ▼
15. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.00	3.07	+0.07 ▲
16. Able to quickly learn new ways of performing their job.	3.65	3.40	-0.25 ▼
17. Able to work effectively with new people and new teams.	3.47	3.27	-0.20 ▼
18. Flexible and adaptable when confronted with unexpected changes.	3.12	3.00	-0.12 ▼

Comments:

- ___ 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 very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.

Bias for Action

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
19. Completes a large volume of work.	15	3.47	100.0		53%	47%	
20. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.40	93.3	7%	47%	47%	
21. Identifies ways to simplify work processes and reduce cycle times	15	3.53	100.0		47%	53%	
22. Completes work on time	15	3.00	80.0	20%	60%	20%	
23. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	15	2.87	80.0	20%	73%	7%	
24. Motivates others to achieve or exceed goals	15	3.47	100.0		53%	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
19. Completes a large volume of work.	3.59	3.47	-0.12 ▼
20. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.29	3.40	+0.11 ▲
21. Identifies ways to simplify work processes and reduce cycle times	3.35	3.53	+0.18 ▲
22. Completes work on time	3.00	3.00	
23. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	2.88	2.87	-0.02 ▼
24. Motivates others to achieve or exceed goals	3.00	3.47	+0.47 ▲

Comments:

- She has hired good people, and developed strong relationships with finance.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- She values our feedback and takes our recommendations seriously.
- she is open and willing to share her vision for the team.
- ___ is able to problem solve very well.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. Maintains costs and expenses within budget limits.	15	3.67	100.0	33%	67%		
26. Responds quickly and appropriately to unforeseen problems.	15	3.40	93.3	7%	47%	47%	
27. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.33	93.3	7%	53%	40%	
28. Defines project outcomes based on customer requirements.	15	3.53	100.0	47%	53%		
29. Inspires others to accomplish goals and objectives.	15	3.67	100.0	33%	67%		
30. Anticipates potential problems and institutes controls and contingency plans to address them.	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
25. Maintains costs and expenses within budget limits.	3.76	3.67	-0.10 ▼
26. Responds quickly and appropriately to unforeseen problems.	3.53	3.40	-0.13 ▼
27. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.12	3.33	+0.22 ▲
28. Defines project outcomes based on customer requirements.	3.41	3.53	+0.12 ▲
29. Inspires others to accomplish goals and objectives.	3.59	3.67	+0.08 ▲
30. Anticipates potential problems and institutes controls and contingency plans to address them.	3.41	3.33	-0.08 ▼

Comments:

- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ____, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- ____'s job performance exceeds all the elements.
- ____ leads by example.
- ____ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- ____ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Uses data from a variety of sources.	15	3.20	86.7	13%	53%	33%	
32. Implements a variety of data gathering techniques.	15	3.40	100.0		60%	40%	
33. Gathers information from a variety of sources.	15	3.20	86.7	13%	53%	33%	
34. Uses standard data collection practices.	15	3.27	93.3	7%	60%	33%	
35. Uses current data for decision making.	15	3.00	80.0	20%	60%	20%	
36. Analyzes issues and reduces them to their component parts.	15	3.20	93.3	7%	67%	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
31. Uses data from a variety of sources.	3.18	3.20	+0.02 ▲
32. Implements a variety of data gathering techniques.	3.35	3.40	+0.05 ▲
33. Gathers information from a variety of sources.	3.18	3.20	+0.02 ▲
34. Uses standard data collection practices.	2.88	3.27	+0.38 ▲
35. Uses current data for decision making.	3.18	3.00	-0.18 ▼
36. Analyzes issues and reduces them to their component parts.	3.18	3.20	+0.02 ▲

Comments:

- ___ 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.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.

Excellence

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. Can be counted on to add value wherever they are involved.	15	3.27	93.3	7%	60%		33%
38. Takes a lot of pride in their work.	15	3.27	86.7	13%	47%		40%
39. Produces high quality work.	15	3.13	86.7	13%	60%		27%
40. Is planful and organized.	15	3.40	93.3	7%	47%		47%
41. Keeps themselves and others focused on constant improvement.	15	3.33	93.3	7%	53%		40%
42. Demonstrates the analytical skills to do their job.	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
37. Can be counted on to add value wherever they are involved.	3.35	3.27	-0.09 ▼
38. Takes a lot of pride in their work.	3.24	3.27	+0.03 ▲
39. Produces high quality work.	3.59	3.13	-0.45 ▼
40. Is planful and organized.	3.29	3.40	+0.11 ▲
41. Keeps themselves and others focused on constant improvement.	3.29	3.33	+0.04 ▲
42. Demonstrates the analytical skills to do their job.	3.41	3.33	-0.08 ▼

Comments:

- She has helped make me a better manager through her actions and follow through.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- She leads by example.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- She clearly assigns our responsibilities by our individual strengths.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.

Empowering 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. Gives employees autonomy to complete tasks on their own.	15	3.13	86.7	13%	60%	27%	
44. Avoids micromanaging their employees.	15	3.00	86.7	13%	73%	13%	
45. Trusts employees are able to complete assigned tasks.	15	3.53	100.0		47%	53%	
46. Gives responsibility for making important decisions to employees.	15	3.00	86.7	13%	73%	13%	
47. Trusts employees to make the right decisions when given the chance.	15	3.20	93.3	7%	60%	33%	
48. Distributes the workload to subordinates.	15	3.20	93.3	7%	67%	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
43. Gives employees autonomy to complete tasks on their own.	3.35	3.13	-0.22 ▼
44. Avoids micromanaging their employees.	3.18	3.00	-0.18 ▼
45. Trusts employees are able to complete assigned tasks.	3.35	3.53	+0.18 ▲
46. Gives responsibility for making important decisions to employees.	3.24	3.00	-0.24 ▼
47. Trusts employees to make the right decisions when given the chance.	3.00	3.20	+0.20 ▲
48. Distributes the workload to subordinates.	3.18	3.20	+0.02 ▲

Comments:

- She make sure the team effort not only succeed on paper.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- Very knowledgeable and always steps up if help is needed.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.

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 smart, detailed and committed. I appreciate having her on our team.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- ___ is very approachable and ensures the best for all employees in the department.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- ___ helped to keep us positively focus in the right direction, while keeping us well informed.

What do you like best about working with this individual?

- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- ___ is a great partner in Systems Implementation.
- She has been both a great co-worker and mentor to me.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.

What do you like least about working with this individual?

- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.

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

- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- ___ sets high standards for those she works with and expects the same of herself.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.

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

- ___ has improved with her follow-up assignments from meetings.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- I envy her versatility in working with a wide variety of issues and topics.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ routinely goes out of her way to make work a more engaging experience.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.

Any final comments?

- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- She has the desire and effort to get it right and continuously improve self and culture.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.