



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.

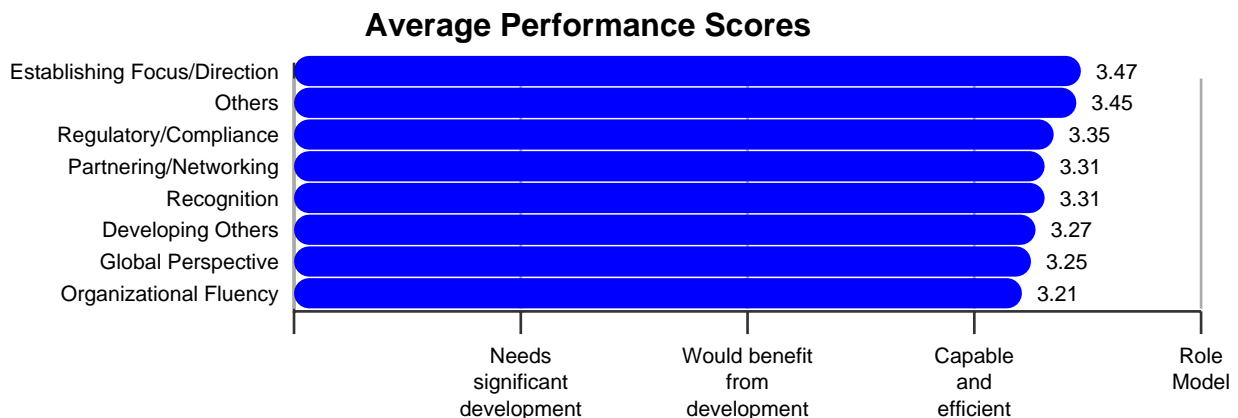
What to Do with Your Feedback

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

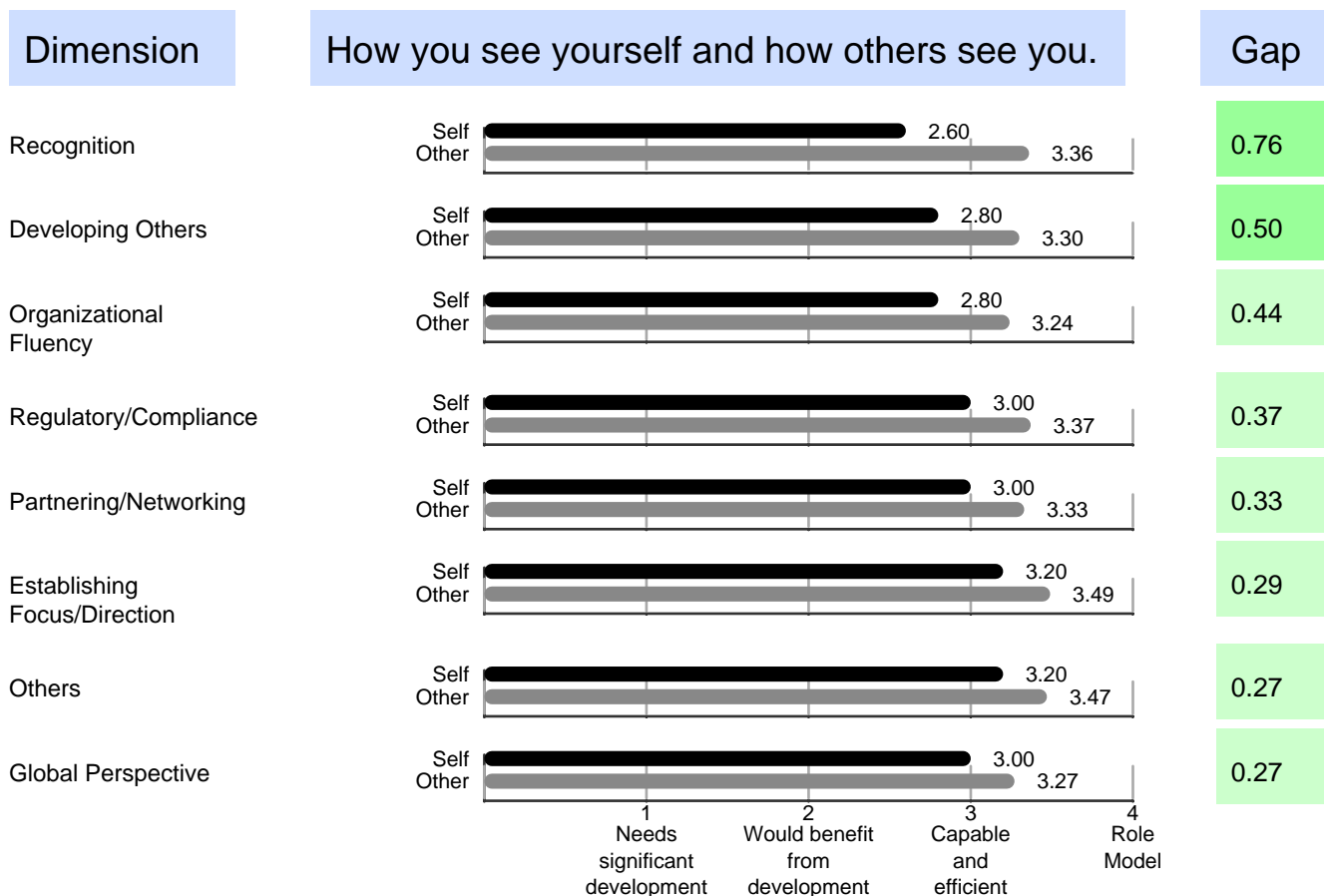
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Helps guide employees with prioritizing tasks.	15	3.20	93.3	7%	67%		27%
2. Makes sure that employees understand how their work relates to organizational goals.	15	3.87	100.0	13%	87%		
3. Excellent at managing time.	15	3.33	93.3	7%	53%		40%
4. Maintains focus when handling several problems or tasks simultaneously.	15	3.60	93.3	7%	27%	67%	
5. Maintains self-control when personally criticized.	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. Helps guide employees with prioritizing tasks.	3.29	3.20	-0.09 ▼
2. Makes sure that employees understand how their work relates to organizational goals.	3.65	3.87	+0.22 ▲
3. Excellent at managing time.	3.18	3.33	+0.16 ▲
4. Maintains focus when handling several problems or tasks simultaneously.	3.41	3.60	+0.19 ▲
5. Maintains self-control when personally criticized.	3.24	3.33	+0.10 ▲

Comments:

- He stays in his office, and is largely oblivious to the daily activities of customer service.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- I think he is the kind of manager our department has needed and will continue to need.
- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.

Regulatory/Compliance

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	3.20	93.3	7%	60%		33%
7. Complies with regulatory requirements for the state.	15	3.20	86.7	13%	53%		33%
8. Offers training to employees to ensure they comply with regulations.	15	3.40	93.3	7%	47%		47%
9. Interacts with auditors and regulators on a professional basis.	15	3.47	93.3	7%	40%		53%
10. Keeps up-to-date with legislation affecting employees.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	3.24	3.20	-0.04 ▼
7. Complies with regulatory requirements for the state.	3.41	3.20	-0.21 ▼
8. Offers training to employees to ensure they comply with regulations.	3.24	3.40	+0.16 ▲
9. Interacts with auditors and regulators on a professional basis.	3.18	3.47	+0.29 ▲
10. Keeps up-to-date with legislation affecting employees.	3.35	3.47	+0.11 ▲

Comments:

- He sometimes comes off as confused about organizational/operational direction.
- He is excellent at helping/coaching/problem-solving with others.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- He is a fantastic resource.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Assesses employees' developmental needs.	15	3.53	100.0	47%	53%		
12. Encourages employees through recognition of positive changes in behavior.	15	3.27	100.0		73%		27%
13. Recognizes and celebrates accomplishments of others.	15	3.33	100.0		67%		33%
14. Provides constructive feedback to others.	15	3.13	86.7	13%	60%		27%
15. Creates a work environment that fosters positive feedback to employees.	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. Assesses employees' developmental needs.	3.47	3.53	+0.06 ▲
12. Encourages employees through recognition of positive changes in behavior.	3.47	3.27	-0.20 ▼
13. Recognizes and celebrates accomplishments of others.	3.35	3.33	-0.02 ▼
14. Provides constructive feedback to others.	3.18	3.13	-0.04 ▼
15. Creates a work environment that fosters positive feedback to employees.	3.00	3.07	+0.07 ▲

Comments:

- He is very professional and caring in his job
- 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.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- _____ does an exceptional job at running the department.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ continually is analyzing our current states and identifying areas that we can improve.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Creates the conditions for partnerships to grow and develop.	15	3.40	93.3	7%	47%	47%	
17. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.27	93.3	7%	60%	33%	
18. Supports and encourages relationships that are created by diverse team members.	14	3.00	92.9	7%	79%	14%	
19. Builds alliances between departments and teams.	15	3.47	100.0		53%	47%	
20. Seeks an understanding of diverse functions within the Company.	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. Creates the conditions for partnerships to grow and develop.	3.65	3.40	-0.25 ▼
17. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.47	3.27	-0.20 ▼
18. Supports and encourages relationships that are created by diverse team members.	3.12	3.00	-0.12 ▼
19. Builds alliances between departments and teams.	3.59	3.47	-0.12 ▼
20. Seeks an understanding of diverse functions within the Company.	3.29	3.40	+0.11 ▲

Comments:

- _____ promotes and encourages teambuilding throughout the entire department.
- Great addition to our team!
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- He is a dedicated person who inspires excellence in both staff and customer service.

Recognition

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Reinforces and rewards employees for accomplishing necessary goals.	15	3.53	100.0	47%	53%		
22. Readily shares credit and gives others opportunity for visibility.	15	3.00	80.0	20%	60%	20%	
23. Makes people around them feel appreciated and valued.	15	2.87	80.0	20%	73%	7%	
24. Finds opportunities to recognize others.	15	3.47	100.0	53%	47%		
25. Offers recognition in a timely manner.	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. Reinforces and rewards employees for accomplishing necessary goals.	3.35	3.53	+0.18 ▲
22. Readily shares credit and gives others opportunity for visibility.	3.00	3.00	
23. Makes people around them feel appreciated and valued.	2.88	2.87	-0.02 ▼
24. Finds opportunities to recognize others.	3.00	3.47	+0.47 ▲
25. Offers recognition in a timely manner.	3.76	3.67	-0.10 ▼

Comments:

- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- He consistently involves employees in shared decision making.

Others

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Constructively receives criticism and suggestions from others.	15	3.40	93.3	7%	47%	47%	
27. Includes others in the decision making processes.	15	3.33	93.3	7%	53%	40%	
28. Helpful	15	3.53	100.0		47%	53%	
29. Forms working relationships with employees from other departments.	15	3.67	100.0		33%	67%	
30. Supports the efforts of other employees in implementing solutions to problems.	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. Constructively receives criticism and suggestions from others.	3.53	3.40	-0.13 ▼
27. Includes others in the decision making processes.	3.12	3.33	+0.22 ▲
28. Helpful	3.41	3.53	+0.12 ▲
29. Forms working relationships with employees from other departments.	3.59	3.67	+0.08 ▲
30. Supports the efforts of other employees in implementing solutions to problems.	3.41	3.33	-0.08 ▼

Comments:

- _____ 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.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- I feel confident as if he treats us all as equals.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Effective in communicating with others within the organization.	15	3.20	86.7	13%	53%	33%	
32. Able to explain departmental policies and procedures to others.	15	3.40	100.0		60%	40%	
33. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	86.7	13%	53%	33%	
34. Able to use corporate politics to advance department objectives.	15	3.27	93.3	7%	60%	33%	
35. Anticipates problems that may affect the department.	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. Effective in communicating with others within the organization.	3.18	3.20	+0.02 ▲
32. Able to explain departmental policies and procedures to others.	3.35	3.40	+0.05 ▲
33. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.18	3.20	+0.02 ▲
34. Able to use corporate politics to advance department objectives.	2.88	3.27	+0.38 ▲
35. Anticipates problems that may affect the department.	3.18	3.00	-0.18 ▼

Comments:

- _____ does a great job at demonstrating the value of his team to the organization.
- He is both the manager and the interim director for the service line.
- He has also greatly improved his communication.
- _____ manages everyone else time very well. he puts everything out there, his soul, his time and his energy all to ensure a good outcome.
- Thoroughness, accuracy, professionalism.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Sets the example for team on importance of cultural awareness.	15	3.20	93.3	7%	67%		27%
37. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.27	93.3	7%	60%		33%
38. Understands how cultures differ and how these differences impact work behavior.	15	3.27	86.7	13%	47%		40%
39. Exemplifies the skills of a global worker.	15	3.13	86.7	13%	60%		27%
40. Demonstrates working knowledge of global transactions.	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. Sets the example for team on importance of cultural awareness.	3.18	3.20	+0.02 ▲
37. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.35	3.27	-0.09 ▼
38. Understands how cultures differ and how these differences impact work behavior.	3.24	3.27	+0.03 ▲
39. Exemplifies the skills of a global worker.	3.59	3.13	-0.45 ▼
40. Demonstrates working knowledge of global transactions.	3.29	3.40	+0.11 ▲

Comments:

- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- He includes appropriate people in his decisions and follows through on decisions made.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- I will always welcome _____'s direct, honest, caring feedback.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

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?

- Works hard to build a team environment.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- I respect _____ and have turned to him for advice.
- He is a dedicated person who inspires excellence in both staff and customer service.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- _____ has a calm and professional style.

What do you like best about working with this individual?

- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- _____ listens to his staff and delegates responsibilities as appropriate.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- I really appreciate him.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.

What do you like least about working with this individual?

- He listens to the team.
- He consistently helps us in problem solving a variety of issues.
- I think _____ works really hard to engage with everyone of us.
- He is such a model for leaders throughout our organization.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- Works hard to build a team environment.

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

- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.

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

- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.

- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- He exhibits vision, compassion and high integrity in all of his work.
- I envy his versatility in working with a wide variety of issues and topics.

Any final comments?

- I do very much appreciate that _____ will support me in a decision when needed.
- Thoroughness, accuracy, professionalism.
- He correctly sets limits, and expectations of his managers.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.