



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.

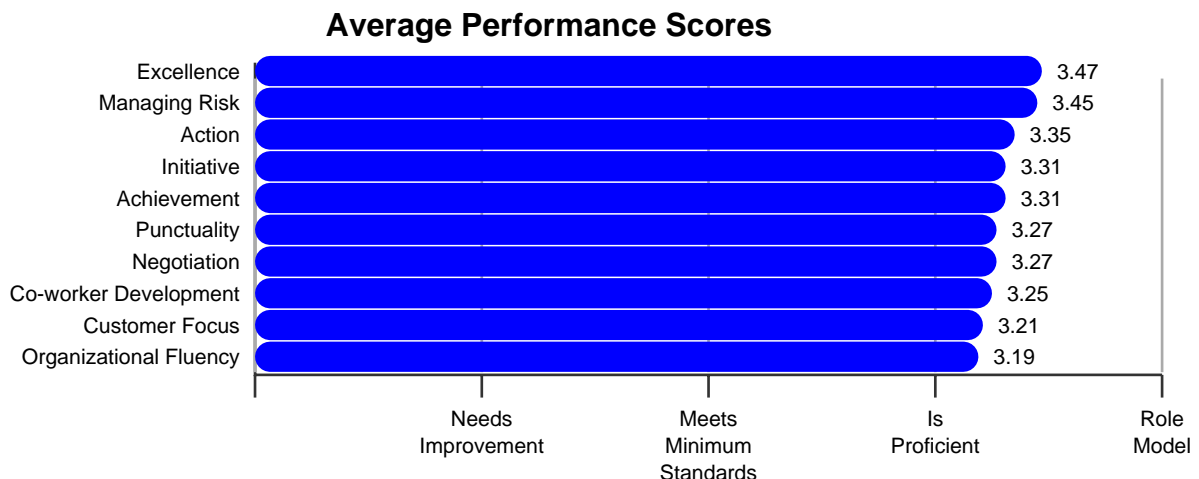
What to Do with Your Feedback

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 10 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.



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
1. Keeps themselves and others focused on constant improvement.	15	3.20	93.3	7%	67%		27%
2. Can be counted on to add value wherever they are involved.	15	3.87	100.0	13%	87%		
3. Produces high quality work.	15	3.33	93.3	7%	53%		40%
4. Takes a lot of pride in their work.	15	3.60	93.3	7%	27%	67%	
5. Is planful and organized.	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. Keeps themselves and others focused on constant improvement.	3.29	3.20	-0.09 ▼
2. Can be counted on to add value wherever they are involved.	3.65	3.87	+0.22 ▲
3. Produces high quality work.	3.18	3.33	+0.16 ▲
4. Takes a lot of pride in their work.	3.41	3.60	+0.19 ▲
5. Is planful and organized.	3.24	3.33	+0.10 ▲

Comments:

- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- ___ always has the customer at the center of focus.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.

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
6. Makes effective decisions, even when under pressure.	15	3.20	93.3	7%	60%		33%
7. Displays high energy and enthusiasm on consistent basis.	15	3.20	86.7	13%	53%		33%
8. Is not afraid to take corrective action when necessary.	15	3.40	93.3	7%	47%		47%
9. Drives and mobilizes others progress toward goals.	15	3.47	93.3	7%	40%		53%
10. Effectively makes decisions	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. Makes effective decisions, even when under pressure.	3.24	3.20	-0.04 ▼
7. Displays high energy and enthusiasm on consistent basis.	3.41	3.20	-0.21 ▼
8. Is not afraid to take corrective action when necessary.	3.24	3.40	+0.16 ▲
9. Drives and mobilizes others progress toward goals.	3.18	3.47	+0.29 ▲
10. Effectively makes decisions	3.35	3.47	+0.11 ▲

Comments:

- ___ is smart, detailed and committed. I appreciate having her on our team.
- She is always looking to and listening to the staff for their and needs.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- ___ always has the customer at the center of focus.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Punctuality

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
11. Maintains an efficient schedule of activities.	15	3.53	100.0	47%	53%		
12. Arrives to meetings on time.	15	3.27	100.0	73%	27%		
13. Starts meetings on time.	15	3.33	100.0	67%	33%		
14. Invoices clients on a timely basis.	15	3.13	86.7	13%	60%	27%	
15. Conducts appointments at scheduled start time.	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 an efficient schedule of activities.	3.47	3.53	+0.06 ▲
12. Arrives to meetings on time.	3.47	3.27	-0.20 ▼
13. Starts meetings on time.	3.35	3.33	-0.02 ▼
14. Invoices clients on a timely basis.	3.18	3.13	-0.04 ▼
15. Conducts appointments at scheduled start time.	3.00	3.07	+0.07 ▲

Comments:

- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- She has deep technical expertise in a number of areas of human resource management.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- Always steps up if help is needed.

Initiative

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
16. Prepares for unexpected contingencies.	15	3.40	93.3	7%	47%	47%	
17. Goes above and beyond the stated goals.	15	3.27	93.3	7%	60%	33%	
18. Takes the initiative to change the direction or course of events.	14	3.00	92.9	7%	79%	14%	
19. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.47	100.0		53%	47%	
20. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	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. Prepares for unexpected contingencies.	3.65	3.40	-0.25 ▼
17. Goes above and beyond the stated goals.	3.47	3.27	-0.20 ▼
18. Takes the initiative to change the direction or course of events.	3.12	3.00	-0.12 ▼
19. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.59	3.47	-0.12 ▼
20. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.29	3.40	+0.11 ▲

Comments:

- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- Shows curiosity.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- ___ is a steady leader who maintains her objectivity during stressful times.

Achievement

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
21. Completes work to given time frame and to budget	15	3.53	100.0	47%	53%		
22. Eliminates bureaucratic barriers to streamline processes.	15	3.00	80.0	20%	60%	20%	
23. Sets ambitious standards of performance.	15	2.87	80.0	20%	73%	7%	
24. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	3.47	100.0	53%	47%		
25. Takes immediate action of projects fall behind schedule.	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. Completes work to given time frame and to budget	3.35	3.53	+0.18 ▲
22. Eliminates bureaucratic barriers to streamline processes.	3.00	3.00	
23. Sets ambitious standards of performance.	2.88	2.87	-0.02 ▼
24. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	3.00	3.47	+0.47 ▲
25. Takes immediate action of projects fall behind schedule.	3.76	3.67	-0.10 ▼

Comments:

- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- I feel that we would not be such a great place if it wasn't for ___. ___ is the best!!!!
- She is passionate about providing the services necessary to meet the needs of our organization.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

Managing Risk

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
26. Bases decisions on patterns found in fluid/changing information.	15	3.40	93.3	7%	47%	47%	
27. Accurately perceives potential risks in the workplace.	15	3.33	93.3	7%	53%	40%	
28. Responds appropriately to unexplained or unanticipated events.	15	3.53	100.0		47%	53%	
29. Is aware of the financial implications of certain risks.	15	3.67	100.0		33%	67%	
30. Is concerned about process safety management.	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. Bases decisions on patterns found in fluid/changing information.	3.53	3.40	-0.13 ▼
27. Accurately perceives potential risks in the workplace.	3.12	3.33	+0.22 ▲
28. Responds appropriately to unexplained or unanticipated events.	3.41	3.53	+0.12 ▲
29. Is aware of the financial implications of certain risks.	3.59	3.67	+0.08 ▲
30. Is concerned about process safety management.	3.41	3.33	-0.08 ▼

Comments:

- Her focus is for quality that is customer centered.
- ___ is a team player and effective in her role.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- Job performance is excellent. Lucky to have ___ on our team.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.20	86.7	13%	53%	33%	
32. Consistently models positive customer service attitudes.	15	3.40	100.0		60%	40%	
33. ...friendliness and courtesy	15	3.20	86.7	13%	53%	33%	
34. Does not hesitate to address customer concerns or complaints.	15	3.27	93.3	7%	60%	33%	
35. Maintains positive customer relationships.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

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

Item	2022	2023	Change
31. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.18	3.20	+0.02 ▲
32. Consistently models positive customer service attitudes.	3.35	3.40	+0.05 ▲
33. ...friendliness and courtesy	3.18	3.20	+0.02 ▲
34. Does not hesitate to address customer concerns or complaints.	2.88	3.27	+0.38 ▲
35. Maintains positive customer relationships.	3.18	3.00	-0.18 ▼

Comments:

- Has good intentions, but follow through needs more work.
- I appreciate her helpful and cheerful outlook!
- Her positive attitude is constant.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She is a dedicated person who inspires excellence in both staff and customer service.

Co-worker Development

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
36. Works to identify root causes of performance problems	15	3.20	93.3	7%	67%		27%
37. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.27	93.3	7%	60%		33%
38. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.27	86.7	13%	47%		40%
39. Provides ongoing feedback to co-workers on their development progress	15	3.13	86.7	13%	60%		27%
40. Takes immediate action on poor performance	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. Works to identify root causes of performance problems	3.18	3.20	+0.02 ▲
37. Sets and clearly communicates expectations, performance goals, and measurements to others	3.35	3.27	-0.09 ▼
38. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.24	3.27	+0.03 ▲
39. Provides ongoing feedback to co-workers on their development progress	3.59	3.13	-0.45 ▼
40. Takes immediate action on poor performance	3.29	3.40	+0.11 ▲

Comments:

- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- Job performance is excellent. Lucky to have ___ on our team.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.

Negotiation

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
41. Able to adapt to changing situations.	15	3.33	93.3	7%	53%	40%	
42. Is flexible in responses.	15	3.33	93.3	7%	53%	40%	
43. Establishes clear communications to avoid misunderstandings.	15	3.13	86.7	13%	60%	27%	
44. Conducts necessary preparations before engaging in negotiations.	15	3.00	86.7	13%	73%	13%	
45. Establishes good working relationships with others.	15	3.53	100.0		47%	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
41. Able to adapt to changing situations.	3.29	3.33	+0.04 ▲
42. Is flexible in responses.	3.41	3.33	-0.08 ▼
43. Establishes clear communications to avoid misunderstandings.	3.35	3.13	-0.22 ▼
44. Conducts necessary preparations before engaging in negotiations.	3.18	3.00	-0.18 ▼
45. Establishes good working relationships with others.	3.35	3.53	+0.18 ▲

Comments:

- Show others it is possible to understand both sides without having to agree all the time.
- Delegates often with little to no direction.
- ___ has been very supportive as a supervisor.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- ___ is very visible on the unit. Spending many hours with staff.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Able to use corporate politics to advance department objectives.	15	3.00	86.7	13%	73%		13%
47. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	93.3	7%	60%		33%
48. Gets things done through the department.	15	3.20	93.3	7%	67%		27%
49. Adept at navigating within the culture of the department.	15	3.40	93.3	7%	47%		47%
50. Able to explain departmental policies and procedures to others.	15	3.13	80.0	7%	13%	40%	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
46. Able to use corporate politics to advance department objectives.	3.24	3.00	-0.24 ▼
47. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.00	3.20	+0.20 ▲
48. Gets things done through the department.	3.18	3.20	+0.02 ▲
49. Adept at navigating within the culture of the department.	3.35	3.40	+0.05 ▲
50. Able to explain departmental policies and procedures to others.	3.29	3.13	-0.16 ▼

Comments:

- What I like is her standard line what resources do you need from me to make this work?
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- Unfortunately there has been inconsistency in actions and results.
- She correctly sets limits, and expectations of her managers.

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?

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- ___ is a great manager to work for.

What do you like best about working with this individual?

- ___ is able to multitask in a variety of ways.
- She strives to be an effective and available leader.
- Willingness to pitch in, desire to grow, and a great attitude.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.

What do you like least about working with this individual?

- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- ___ is the consummate professional and pleasure to work with.
- Demonstrates a focus on the business goals through task prioritization.
- Participates in training to learn Core Competency processes.

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

- Takes complete ownership of role and looks for ways to assist teammates.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- I really enjoy working with ___. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ has excellent communication skills.

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

- ___ does a great job of keeping the lines of communication and this is appreciated.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- 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.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- she is open and willing to share her vision for the team.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

Any final comments?

- She has been a great addition to the department in this area.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- I know I can always count on ___ to be reliable and respond in a timely manner to my request.
- Employees were not encouraged to do anything besides come to work.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.