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.
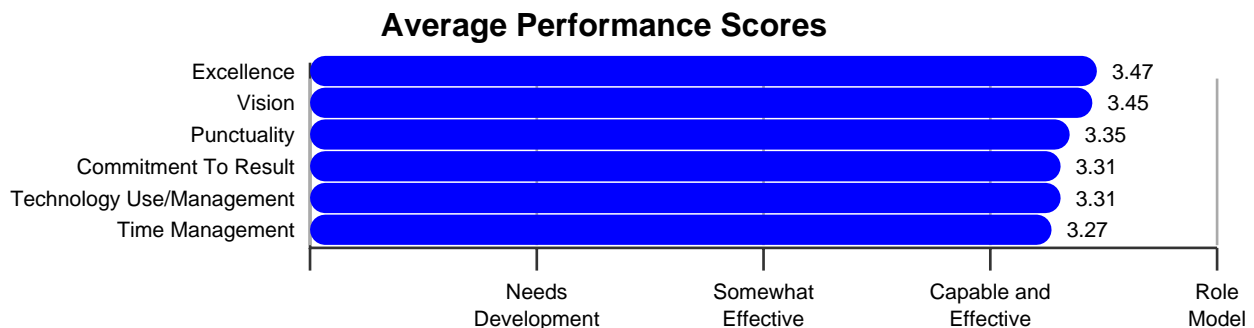
What to Do with Your Feedback

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.
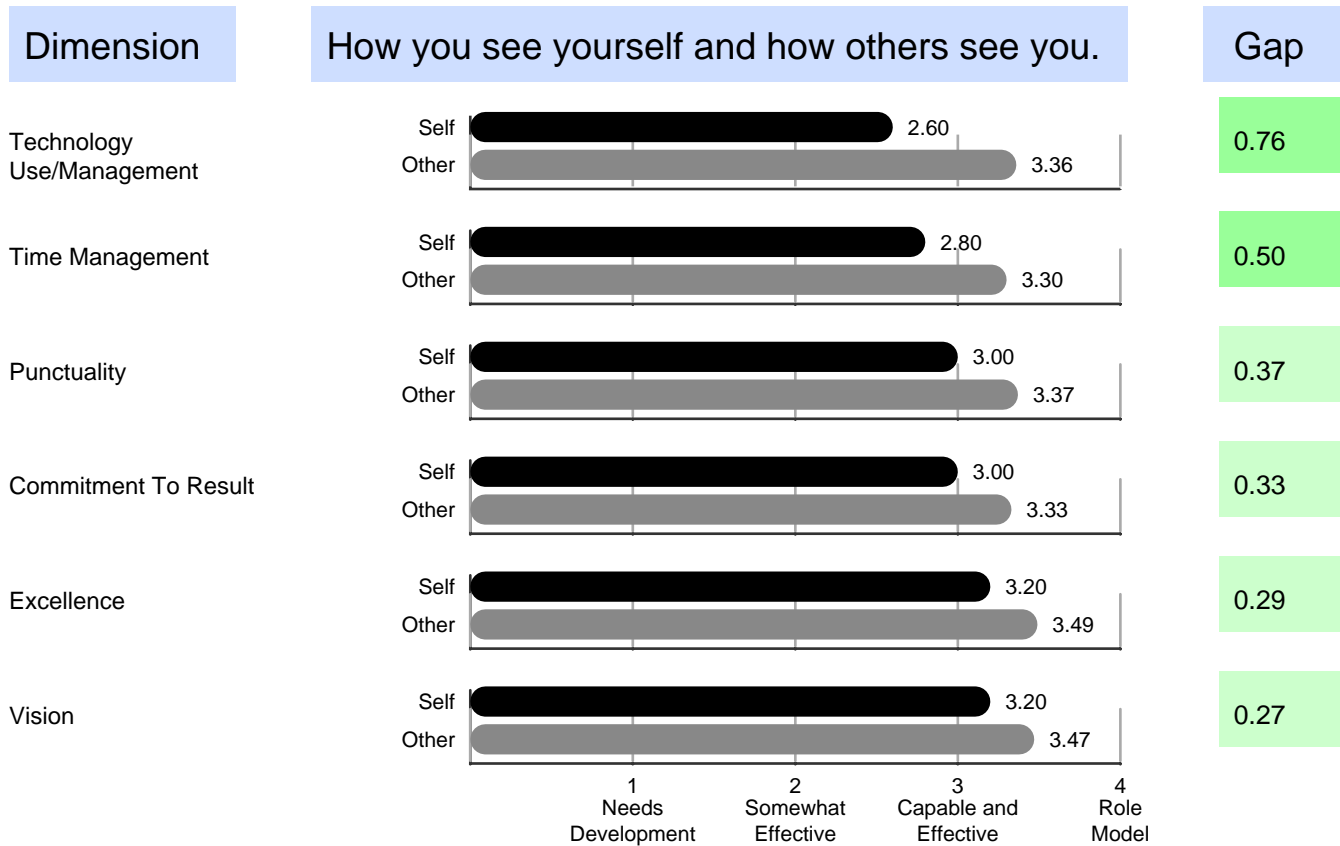
Summary

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
Excellence	3.47
Vision	3.45
Punctuality	3.35
Commitment To Result	3.31
Technology Use/Management	3.31
Time Management	3.27

Scale: Needs Development — Somewhat Effective — Capable and Effective — 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
Technology Use/Management	Self 2.60 / Other 3.36	0.76
Time Management	Self 2.80 / Other 3.30	0.50
Punctuality	Self 3.00 / Other 3.37	0.37
Commitment To Result	Self 3.00 / Other 3.33	0.33
Excellence	Self 3.20 / Other 3.49	0.29
Vision	Self 3.20 / Other 3.47	0.27

1 Needs Development   2 Somewhat Effective   3 Capable and Effective   4 Role Model

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Keeps themselves and others focused on constant improvement.	15	3.20	93.3	7%	67%		27%
2. Takes a lot of pride in their work.	15	3.87	100.0	13%	87%		
3. Demonstrates the analytical skills to do their job.	15	3.33	93.3	7%	53%		40%
4. Demonstrates the functional or technical skills necessary to do their job.	15	3.60	93.3	7%	27%		67%
5. Produces high quality work.	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. Takes a lot of pride in their work.	3.65	3.87	+0.22 ▲
3. Demonstrates the analytical skills to do their job.	3.18	3.33	+0.16 ▲
4. Demonstrates the functional or technical skills necessary to do their job.	3.41	3.60	+0.19 ▲
5. Produces high quality work.	3.24	3.33	+0.10 ▲

Comments:
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- ___ always remembers the customer is at the center of what we do.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ is committed to our organization and leads by example.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Starts the workday when scheduled.	15	3.20	93.3	7%	60%		33%
7. Starts meetings on time.	15	3.20	86.7	13%	53%		33%
8. Conducts appointments at scheduled start time.	15	3.40	93.3	7%	47%	47%	
9. Responds to requests for information in a timely manner.	15	3.47	93.3	7%	40%	53%	
10. Maintains an efficient schedule of activities.	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. Starts the workday when scheduled.	3.24	3.20	-0.04 ▼
7. Starts meetings on time.	3.41	3.20	-0.21 ▼
8. Conducts appointments at scheduled start time.	3.24	3.40	+0.16 ▲
9. Responds to requests for information in a timely manner.	3.18	3.47	+0.29 ▲
10. Maintains an efficient schedule of activities.	3.35	3.47	+0.11 ▲

Comments:
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- ___ pushes me to be more involved in committees, such as the customer satisfaction committee.   When motivating the group has been a struggle, ___ has stepped in and redirected the conversations.   This redirection has resulted in good dialogue with the group.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.

Time Management

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Completes tasks ahead of schedule.	15	3.53	100.0		47%	53%	
12. Prioritizes new tasks according to their relative importance.	15	3.27	100.0		73%	27%	
13. Avoids distractions in the workplace.	15	3.33	100.0		67%	33%	
14. Sets a good balance between work and family life.	15	3.13	86.7	13%	60%	27%	
15. Does not procrastinate.	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. Completes tasks ahead of schedule.	3.47	3.53	+0.06 ▲
12. Prioritizes new tasks according to their relative importance.	3.47	3.27	-0.20 ▼
13. Avoids distractions in the workplace.	3.35	3.33	-0.02 ▼
14. Sets a good balance between work and family life.	3.18	3.13	-0.04 ▼
15. Does not procrastinate.	3.00	3.07	+0.07 ▲

Comments:
- She is the model of a true leader.   She will never ask her staff to do something she wouldn't do herself.
- ___ does a great job in supporting and engaging all of her employees.
- ___ is a wonderful partner to work with.   She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- ___ is a great manager to work for.
- ___ 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 does follow up and follow through.

Commitment To Result

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.40	93.3	7%	47%		47%
17. Able to focus on a task even when working alone.	15	3.27	93.3	7%	60%		33%
18. Maintains persistence and dedication to achieving results.	14	3.00	92.9	7%	79%		14%
19. Coordinates all department activities into a cohesive team effort.	15	3.47	100.0		53%		47%
20. Takes immediate action toward goals.	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. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.65	3.40	-0.25 ▼
17. Able to focus on a task even when working alone.	3.47	3.27	-0.20 ▼
18. Maintains persistence and dedication to achieving results.	3.12	3.00	-0.12 ▼
19. Coordinates all department activities into a cohesive team effort.	3.59	3.47	-0.12 ▼
20. Takes immediate action toward goals.	3.29	3.40	+0.11 ▲

Comments:
- She can fall behind on projects without providing timely feedback.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- Resources are managed carefully with input sought and considered before applying those resources.
- Don't be afraid to ask questions when stuck on a task.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Uses technology in decision making and problem solving.	15	3.53	100.0		47%	53%	
22. Adopts the implementation of new technology into the workplace.	15	3.00	80.0	20%	60%	20%	
23. Understands and is committed to implementing new technologies.	15	2.87	80.0	20%	73%	7%	
24. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.47	100.0		53%	47%	
25. Supports technical training and development of employees.	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. Uses technology in decision making and problem solving.	3.35	3.53	+0.18 ▲
22. Adopts the implementation of new technology into the workplace.	3.00	3.00	
23. Understands and is committed to implementing new technologies.	2.88	2.87	-0.02 ▼
24. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.00	3.47	+0.47 ▲
25. Supports technical training and development of employees.	3.76	3.67	-0.10 ▼

Comments:
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- She is very supportive of us and the job we do.
- She has the desire and effort to get it right and continuously improve self and culture.
- Does well in most technical skills and is willing to learn anything that is new
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- ___ is highly professional in her everyday work.

Vision

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.40	93.3	7%	47%		47%
27. Creates a positive vision of the future for the Company.	15	3.33	93.3	7%	53%		40%
28. Develops action plans to align his/her work with the goals of the organization	15	3.53	100.0		47%	53%	
29. Communicates a vision of where the Company needs to be in the future.	15	3.67	100.0		33%	67%	
30. Communicates the vision and strategy of [Company]	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. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.53	3.40	-0.13 ▼
27. Creates a positive vision of the future for the Company.	3.12	3.33	+0.22 ▲
28. Develops action plans to align his/her work with the goals of the organization	3.41	3.53	+0.12 ▲
29. Communicates a vision of where the Company needs to be in the future.	3.59	3.67	+0.08 ▲
30. Communicates the vision and strategy of [Company]	3.41	3.33	-0.08 ▼

Comments:
- She is a high energy individual, with a level of integrity that goes above and beyond.
- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.   When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- I have found that ___ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- Her communication style can also come across as very directive at times to peers and subordinates.

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?

- I would encourage her to share with others the work going on in her area in this regard.   It deserves to be recognized and shared.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.   When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- She knows her material and obviously loves the continued learning that defines best practices.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.

What do you like best about working with this individual?

- Great year of growth!
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- She is a great leader.
- ___ shines when it comes to teamwork and process improvement.   Her ability to lead a team with collaboration and communication is amazing.
- Too many changes that are not needed at a department our size.   Not enough input from current staff in decision making.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.

What do you like least about working with this individual?

- ___ has done tremendous work this past year in the Finance team.
- Need to continue to take action when needed, although have improved. . .
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- ___ works to hire only the best and encourages us to that same standard.   We are all learning about outcomes and ___ is able to tie it into our work so it makes sense.   She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment.   She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.

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

- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- She is a charismatic leader. Really the best!!
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- I have been most impressed by ___ in the last year.   Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do.   High degree of common sense and good decisions is what I have seen from ___.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.

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

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses).   When in need, she picks the appropriate person to conquer a task or assignment.   She is always good about seeking advice before proceeding.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.

Any final comments?

- ___ is trusting her team, and expecting high standards of behavior from all employees.
- She gives you confidence knowing she always has your back.
- ___ is a wonderful partner to work with.   She has been consistently responsive to issues or requests from my team.   She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- ___ has certainly done great things at [CompanyName].   She was the perfect match for the community and the staff.   She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time.   She has been great at diagnosing the problems and finding solutions.   She is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ is very busy and does a good job delegating work.   By delegating she provides opportunity for others to learn and grow.   Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___ has done a wonderful job in supporting her team and making herself available.