



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.

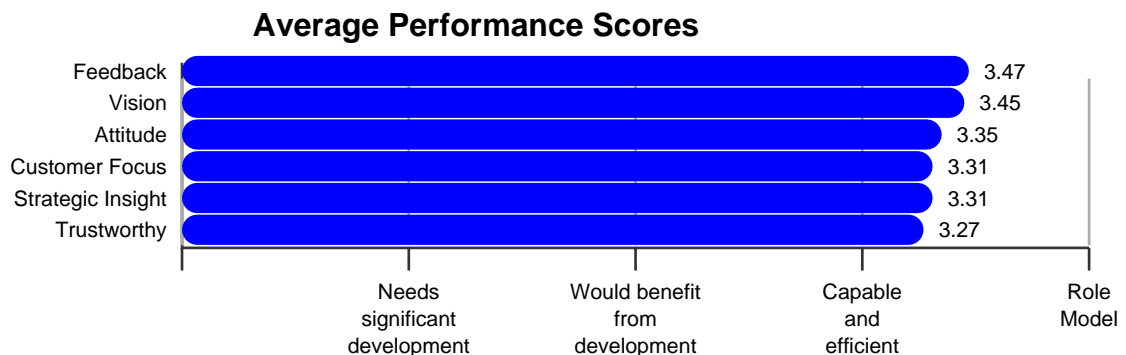
What to Do with Your Feedback

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

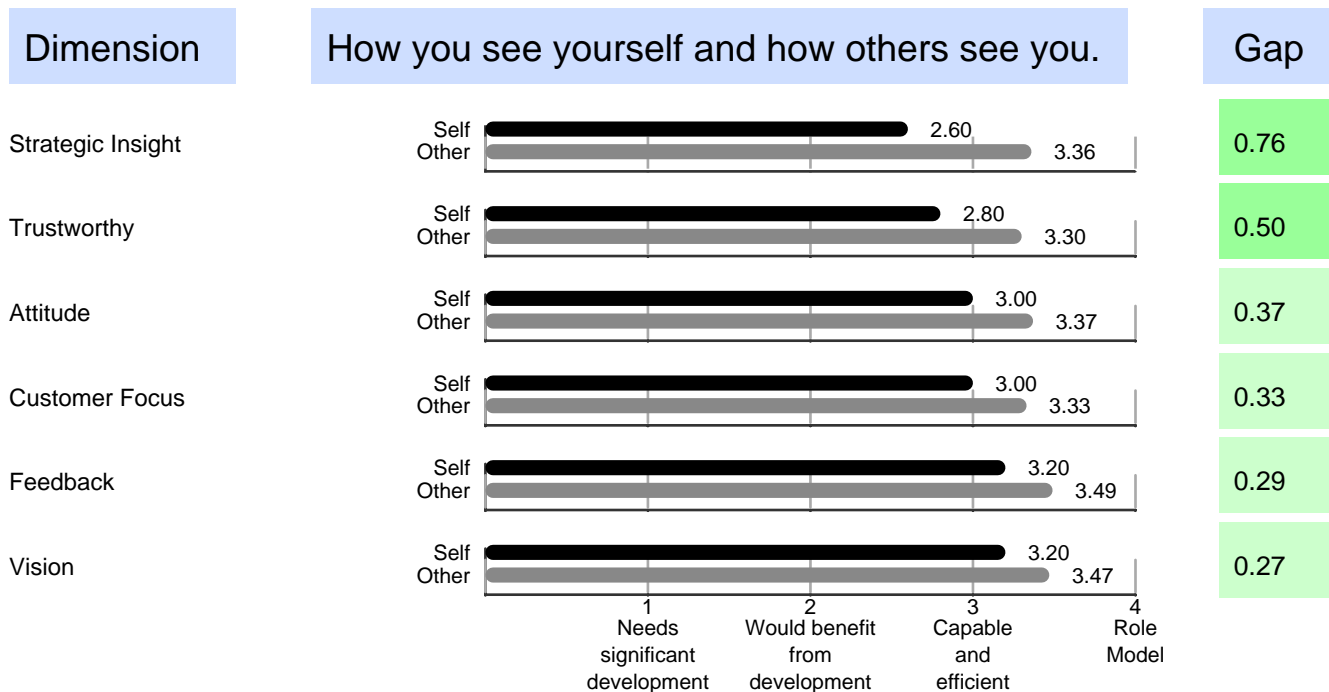
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



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.



Feedback

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. Is easy to approach with ideas and opinions.	15	3.20	93.3	7%	67%		27%
2. Asks others for their ideas and opinions.	15	3.87	100.0	13%	87%		
3. Open to the suggestions of others.	15	3.33	93.3	7%	53%		40%
4. Shares past experiences with others as learning opportunities.	15	3.60	93.3	7%	27%	67%	
5. Accepts the views of others.	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. Is easy to approach with ideas and opinions.	3.29	3.20	-0.09 ▼
2. Asks others for their ideas and opinions.	3.65	3.87	+0.22 ▲
3. Open to the suggestions of others.	3.18	3.33	+0.16 ▲
4. Shares past experiences with others as learning opportunities.	3.41	3.60	+0.19 ▲
5. Accepts the views of others.	3.24	3.33	+0.10 ▲

Comments:

- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- ___ is a great team player with an employee safety and satisfaction focus.
- Is empathetic, understanding, and dependable.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.

Attitude

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. Contributes to a positive and fun work environment.	15	3.20	93.3	7%	60%	33%	
7. Builds open and trusting relationships.	15	3.20	86.7	13%	53%	33%	
8. Is gracious and professional in their interactions with others.	15	3.40	93.3	7%	47%	47%	
9. Visibly supports and encourages diversity in style and background.	15	3.47	93.3	7%	40%	53%	
10. Works to eliminate unnecessary work or barriers that get in others' way.	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. Contributes to a positive and fun work environment.	3.24	3.20	-0.04 ▼
7. Builds open and trusting relationships.	3.41	3.20	-0.21 ▼
8. Is gracious and professional in their interactions with others.	3.24	3.40	+0.16 ▲
9. Visibly supports and encourages diversity in style and background.	3.18	3.47	+0.29 ▲
10. Works to eliminate unnecessary work or barriers that get in others' way.	3.35	3.47	+0.11 ▲

Comments:

- 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.
- 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.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- She keeps focused on things that are important for her department to run smoothly.
- ___ is a solid performer knows her stuff.

Trustworthy

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. Communicates an understanding of the other person's interests, needs and concerns.	15	3.53	100.0	47%	53%		
12. Demonstrates a sense of responsibility and commitment to public trust.	15	3.27	100.0	73%	27%		
13. Is trustworthy; is someone I can trust.	15	3.33	100.0	67%	33%		
14. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.13	86.7	13%	60%	27%	
15. Builds and maintains the trust of others.	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. Communicates an understanding of the other person's interests, needs and concerns.	3.47	3.53	+0.06 ▲
12. Demonstrates a sense of responsibility and commitment to public trust.	3.47	3.27	-0.20 ▼
13. Is trustworthy; is someone I can trust.	3.35	3.33	-0.02 ▼
14. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.18	3.13	-0.04 ▼
15. Builds and maintains the trust of others.	3.00	3.07	+0.07 ▲

Comments:

- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- ___ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate ___ !
- She is trustworthy, dependable, positive attitude, and team focused.
- Has the experience needed.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. ...friendliness and courtesy	15	3.40	93.3	7%	47%	47%	
17. Develops strong customer relationships.	15	3.27	93.3	7%	60%	33%	
18. Consistently models positive customer service attitudes.	14	3.00	92.9	7%	79%	14%	
19. Considers customers point of view when making decisions.	15	3.47	100.0		53%	47%	
20. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	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. ...friendliness and courtesy	3.65	3.40	-0.25 ▼
17. Develops strong customer relationships.	3.47	3.27	-0.20 ▼
18. Consistently models positive customer service attitudes.	3.12	3.00	-0.12 ▼
19. Considers customers point of view when making decisions.	3.59	3.47	-0.12 ▼
20. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.29	3.40	+0.11 ▲

Comments:

- ___ has brought a much needed positive change to [CompanyName].
- ___ has also come down to help our department when we have been very busy and needed help.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- She uses the strengths of everyone around her to get the best solutions possible.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.

Strategic Insight

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. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.53	100.0	47%	53%		
22. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	3.00	80.0	20%	60%	20%	
23. Maintains knowledge of current trends in the industry.	15	2.87	80.0	20%	73%	7%	
24. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.47	100.0	53%	47%		
25. Identifies root causes of problems.	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. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.35	3.53	+0.18 ▲
22. Anticipates business cycles and trends and makes adjustments in a timely manner.	3.00	3.00	
23. Maintains knowledge of current trends in the industry.	2.88	2.87	-0.02 ▼
24. Analyzes records and reports to obtain insight into potential issues and trends.	3.00	3.47	+0.47 ▲
25. Identifies root causes of problems.	3.76	3.67	-0.10 ▼

Comments:

- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- ___ sets high standards for those she works with and expects the same of herself.
- Having very minimum one-on-one discussion.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- she understands where our opportunities for savings in the employee benefits plan may be.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Communicates the vision and strategy of [Company]	15	3.40	93.3	7%	47%	47%	
27. Demonstrates consistency between words and actions	15	3.33	93.3	7%	53%	40%	
28. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.53	100.0		47%	53%	
29. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.67	100.0		33%	67%	
30. Creates a positive vision of the future for the 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. Communicates the vision and strategy of [Company]	3.53	3.40	-0.13 ▼
27. Demonstrates consistency between words and actions	3.12	3.33	+0.22 ▲
28. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.41	3.53	+0.12 ▲
29. Understands the vision of the Company and promotes it ahead of any self-interests.	3.59	3.67	+0.08 ▲
30. Creates a positive vision of the future for the Company.	3.41	3.33	-0.08 ▼

Comments:

- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- ___ analyzes all situations before making a decision.
- She does follow up and follow through.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.

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?

- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- ___ is very sharp and plays a vital role in this organization
- I think she is an asset to HR.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- She offers up ideas of how I could have handled something differently in a constructive manner.

What do you like best about working with this individual?

- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- Building relationships of trust to enhance safety is an important part of our approach.
- ___ is a great asset to the team. We are grateful to have her.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- I have enjoyed working with ___ and will miss her support and direction.
- ___ is very sharp and plays a vital role in this organization

What do you like least about working with this individual?

- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- She is very professional and caring in her job
- The department is lucky to have her.
- 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.

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

- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- Manager engages in all categories described above as marked.
- ___ is able to problem solve very well.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- I appreciate her perspective and guidance on a variety of things.

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

- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- Great addition to our team!
- ___ handles every situation in a professional manner and she responds promptly to requests.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.

- Sometimes the desired outcomes and expectations are not clearly communicated.
- I am confident that whenever I need to talk with ____, she is honest and direct and provides good guidance for my professional growth.

Any final comments?

- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- She inspires us to remember that as leaders, anything's possible.
- I like that she challenges me.
- ____ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- ____ makes great hiring choices. she is clear on what needs to be done.
- She consistently helps us in problem solving a variety of issues.