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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.

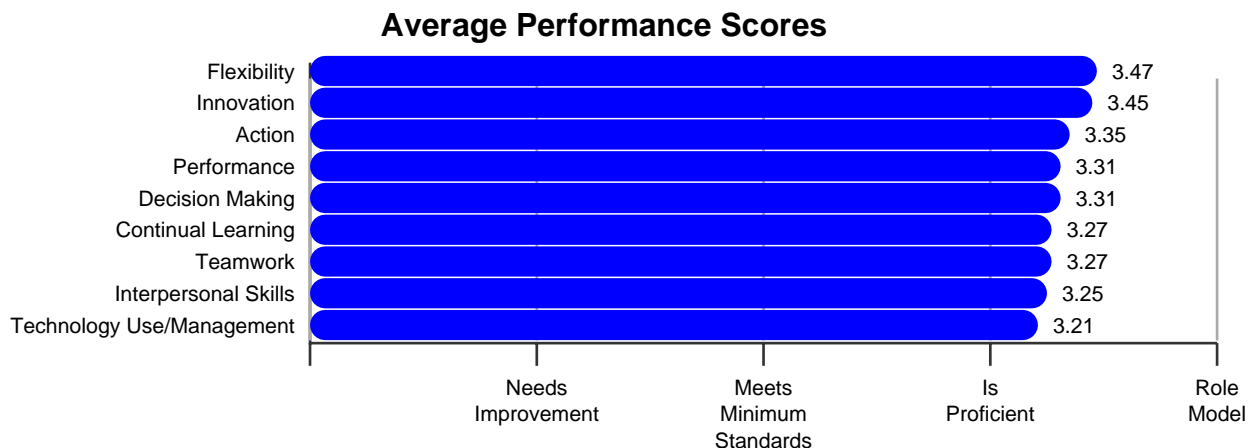
## What to Do with Your Feedback

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

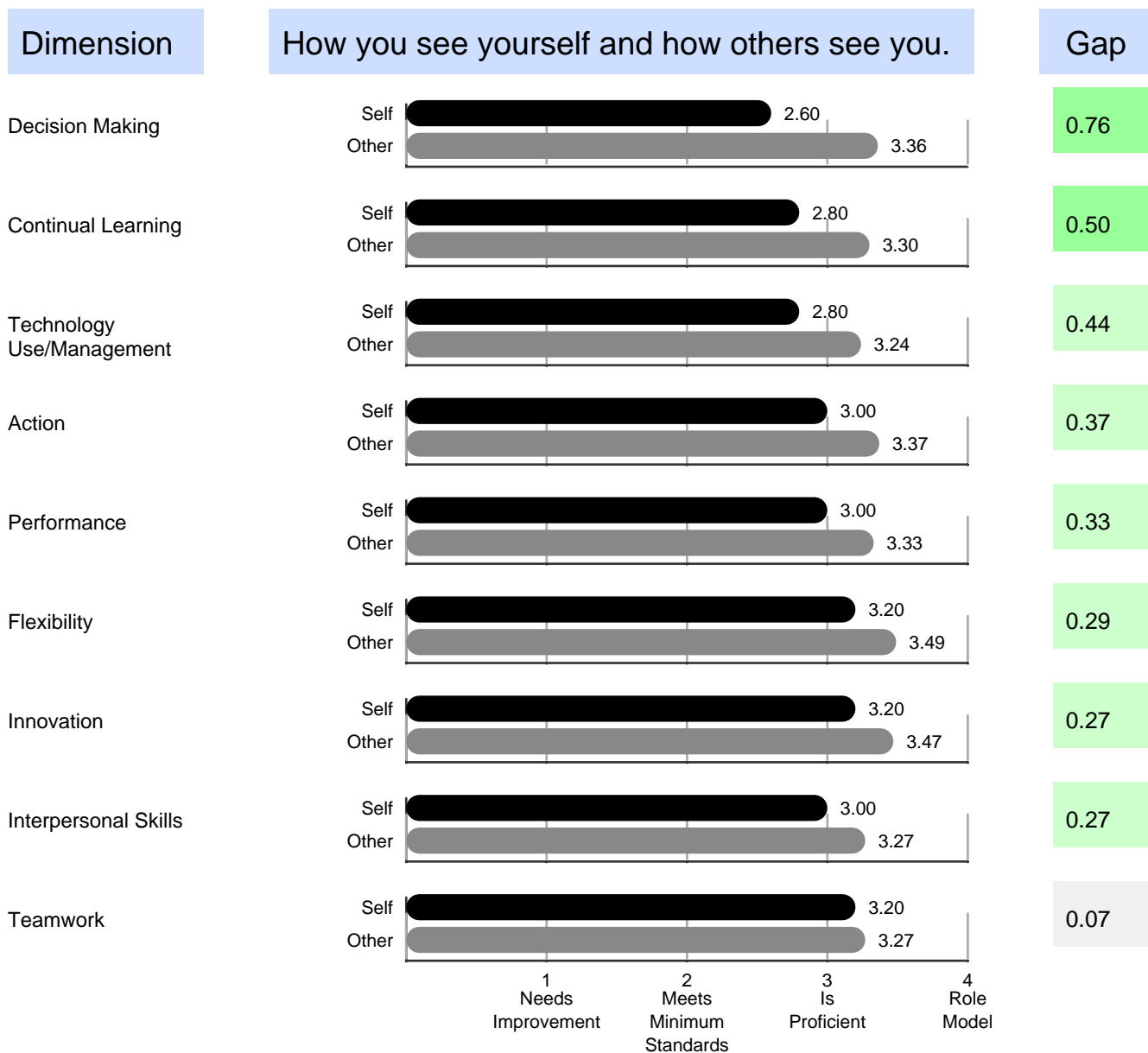
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



## Flexibility

### 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. Implements changes as a result of having listened to employees	15	3.20	93.3	7%	67%		27%
2. Open to the perspectives/viewpoints of others.	15	3.87	100.0	13%	87%		
3. Acts decisively in frequently changing and uncertain environment.	15	3.33	93.3	7%	53%		40%
4. Able to adapt to new situations.	15	3.60	93.3	7%	27%	67%	
5. Works effectively during periods of change.	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. Implements changes as a result of having listened to employees	3.29	3.20	-0.09 ▼
2. Open to the perspectives/viewpoints of others.	3.65	3.87	+0.22 ▲
3. Acts decisively in frequently changing and uncertain environment.	3.18	3.33	+0.16 ▲
4. Able to adapt to new situations.	3.41	3.60	+0.19 ▲
5. Works effectively during periods of change.	3.24	3.33	+0.10 ▲

### Comments:

- One of the main reasons I am here is because of \_\_\_\_\_.
- Detail oriented
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- I think he is an asset to the department.
- 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.
- I have great respect and appreciation for \_\_\_\_\_. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.

## 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. Drives and mobilizes others progress toward goals.	15	3.20	93.3	7%	60%		33%
7. Makes effective decisions, even when under pressure.	15	3.20	86.7	13%	53%		33%
8. Motivates & supports others to gain skills	15	3.40	93.3	7%	47%		47%
9. Works quickly when faced with difficult problems.	15	3.47	93.3	7%	40%		53%
10. Displays high energy and enthusiasm on consistent basis.	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. Drives and mobilizes others progress toward goals.	3.24	3.20	-0.04 ▼
7. Makes effective decisions, even when under pressure.	3.41	3.20	-0.21 ▼
8. Motivates & supports others to gain skills	3.24	3.40	+0.16 ▲
9. Works quickly when faced with difficult problems.	3.18	3.47	+0.29 ▲
10. Displays high energy and enthusiasm on consistent basis.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_\_\_ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- He is a joy to work for.
- Job performance is excellent. Lucky to have \_\_\_\_\_ on our team.
- He is organized, kind, and extremely approachable.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

## Continual Learning

### 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. Pursues learning that will enhance job performance.	15	3.53	100.0	47%	53%		
12. Seeks opportunities to grow in skills and knowledge.	15	3.27	100.0	73%	27%		
13. Shares best practices with others and learns from others.	15	3.33	100.0	67%	33%		
14. Improves on their skill sets.	15	3.13	86.7	13%	60%	27%	
15. Participates in regular training offered.	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. Pursues learning that will enhance job performance.	3.47	3.53	+0.06 ▲
12. Seeks opportunities to grow in skills and knowledge.	3.47	3.27	-0.20 ▼
13. Shares best practices with others and learns from others.	3.35	3.33	-0.02 ▼
14. Improves on their skill sets.	3.18	3.13	-0.04 ▼
15. Participates in regular training offered.	3.00	3.07	+0.07 ▲

### Comments:

- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- \_\_\_\_\_ has grown and proven himself to be an effective leader in the imaging department.
- \_\_\_\_\_ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He is a charismatic leader. Really the best!!
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- \_\_\_\_\_ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.

## Performance

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Sets a high standard for job performance.	15	3.40	93.3	7%	47%	47%	
17. Works effectively in the department.	15	3.27	93.3	7%	60%	33%	
18. ...Produce Quality	14	3.00	92.9	7%	79%	14%	
19. Able to organize work.	15	3.47	100.0		53%	47%	
20. Shown significant improvement in job 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
16. Sets a high skill for job performance.	3.65	3.40	-0.25 ▼
17. Works effectively in the department.	3.47	3.27	-0.20 ▼
18. ...Produce Quality	3.12	3.00	-0.12 ▼
19. Able to organize work.	3.59	3.47	-0.12 ▼
20. Shown significant improvement in job performance.	3.29	3.40	+0.11 ▲

### Comments:

- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- \_\_\_\_\_ does an excellent job in his role.
- Each member feels they are a part of the team and knows their contribution is valued.
- He sets his expectations high, and delivers a high level of performance herself.
- He leads by example.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.

## Decision Making

### 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. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.53	100.0	47%	53%		
22. Does not lose sight of the big picture when making decisions	15	3.00	80.0	20%	60%	20%	
23. Asks for additional information when making critical decisions.	15	2.87	80.0	20%	73%	7%	
24. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.47	100.0	53%	47%		
25. Exercises good judgment by making sound and informed decisions.	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. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.35	3.53	+0.18 ▲
22. Does not lose sight of the big picture when making decisions	3.00	3.00	
23. Asks for additional information when making critical decisions.	2.88	2.87	-0.02 ▼
24. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.00	3.47	+0.47 ▲
25. Exercises good judgment by making sound and informed decisions.	3.76	3.67	-0.10 ▼

### Comments:

- He stays in his office, and is largely oblivious to the daily activities of customer service.
- Although I have only reported to \_\_\_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- He encourages each staff member to understand each other and to work together in a very positive manner.



## Innovation

### 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. Encourages open communication to ensure that all proposals are considered.	15	3.40	93.3	7%	47%	47%	
27. Suggests new ideas at meetings.	15	3.33	93.3	7%	53%	40%	
28. Challenges current procedures to develop other alternatives.	15	3.53	100.0		47%	53%	
29. Takes risks to advance important ideas.	15	3.67	100.0		33%	67%	
30. Analyzes current procedures and identifies opportunities for improvement.	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. Encourages open communication to ensure that all proposals are considered.	3.53	3.40	-0.13 ▼
27. Suggests new ideas at meetings.	3.12	3.33	+0.22 ▲
28. Challenges current procedures to develop other alternatives.	3.41	3.53	+0.12 ▲
29. Takes risks to advance important ideas.	3.59	3.67	+0.08 ▲
30. Analyzes current procedures and identifies opportunities for improvement.	3.41	3.33	-0.08 ▼

### Comments:

- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- I love how he is always open to approach with any questions I have, no matter the hour.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- He is excellent at helping/coaching/problem-solving with others.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- He uses the strengths of everyone around him to get the best solutions possible.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.20	86.7	13%	53%	33%	
32. Uses technology in decision making and problem solving.	15	3.40	100.0		60%	40%	
33. Supports employee training and development initiatives regarding implementation of technology.	15	3.20	86.7	13%	53%	33%	
34. Maximizes the use of new technology to deliver products and services.	15	3.27	93.3	7%	60%	33%	
35. Applies complex rules and regulations to maintain optimal system performance.	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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.18	3.20	+0.02 ▲
32. Uses technology in decision making and problem solving.	3.35	3.40	+0.05 ▲
33. Supports employee training and development initiatives regarding implementation of technology.	3.18	3.20	+0.02 ▲
34. Maximizes the use of new technology to deliver products and services.	2.88	3.27	+0.38 ▲
35. Applies complex rules and regulations to maintain optimal system performance.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- \_\_\_\_\_ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- He keeps focused on things that are important for his department to run smoothly.
- \_\_\_\_\_ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- Don't work with him enough to observe the vast majority of these items.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.

## Interpersonal Skills

### 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. Is trusted by peers and co-workers; others are willing to confide in him/her	15	3.20	93.3	7%	67%		27%
37. Demonstrates compassion and understanding of others.	15	3.27	93.3	7%	60%		33%
38. Values the opinions of others.	15	3.27	86.7	13%	47%		40%
39. Creates an atmosphere that supports the open expression of ideas	15	3.13	86.7	13%	60%		27%
40. Demonstrates willingness to work with others.	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. Is trusted by peers and co-workers; others are willing to confide in him/her	3.18	3.20	+0.02 ▲
37. Demonstrates compassion and understanding of others.	3.35	3.27	-0.09 ▼
38. Values the opinions of others.	3.24	3.27	+0.03 ▲
39. Creates an atmosphere that supports the open expression of ideas	3.59	3.13	-0.45 ▼
40. Demonstrates willingness to work with others.	3.29	3.40	+0.11 ▲

### Comments:

- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- He recognized where I needed help and supported me in making the case to get it.
- I am proud to say that \_\_\_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- He can fall behind on projects without providing timely feedback.
- I think \_\_\_\_\_ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- \_\_\_\_\_ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.

## Teamwork

### 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. Willingly share their technical expertise	15	3.33	93.3	7%	53%	40%	
42. Provides assistance and support to other team members when needed	15	3.33	93.3	7%	53%	40%	
43. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	3.13	86.7	13%	60%	27%	
44. Actively participates in the work of teams; seeks and listens to others' contributions	15	3.00	86.7	13%	73%	13%	
45. Seeks and listens to other's contributions	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. Willingly share their technical expertise	3.29	3.33	+0.04 ▲
42. Provides assistance and support to other team members when needed	3.41	3.33	-0.08 ▼
43. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	3.35	3.13	-0.22 ▼
44. Actively participates in the work of teams; seeks and listens to others' contributions	3.18	3.00	-0.18 ▼
45. Seeks and listens to other's contributions	3.35	3.53	+0.18 ▲

### Comments:

- You can count on \_\_\_\_\_ to give you the most honest feedback even if it is information you may not want to hear.
- Would like to see \_\_\_\_\_ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- \_\_\_\_\_ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- \_\_\_\_\_ is approachable and professional in his interaction with staff and with customers.
- Cannot think of anything

## 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?

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- He is determined to find the answer to any problem or obstacle in his way.
- Overall I think he does a great job and he is very approachable.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.

### What do you like best about working with this individual?

- \_\_\_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- Having had minimal interaction with \_\_\_\_\_'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- I think he is the kind of manager our department has needed and will continue to need.
- \_\_\_\_\_ is very visible on the unit. Spending many hours with staff.
- \_\_\_\_\_ is willing to understand how a current process works before wanting to incorporate changes.
- He is decisive about budgets, emergency preparedness, and safety.

### What do you like least about working with this individual?

- We are lucky to have his here at [CompanyName].
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- Thoroughness, accuracy, professionalism.
- \_\_\_\_\_ is a pleasure to work with.
- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- I honestly cannot think of anything to recommend that would help him to improve at this point.

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

- \_\_\_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- \_\_\_\_\_ is the best employee the department has employed.
- I am VERY fortunate to be on his team and part of this division.
- At times I feel like \_\_\_\_\_ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- Great to have you on the team!
- \_\_\_\_\_ encourages us as directors to go out with one voice and keeps us accountable.

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

- He guides, influences, supports, facilitates his team towards the achievement of goals.
- Takes complete ownership of role and looks for ways to assist teammates.
- When \_\_\_\_\_ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- Completes variance analysis and identifies corrective actions.
- \_\_\_\_\_ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- He is an excellent problem solver.

### Any final comments?

- He is a very diligent hard worker.
- Whenever \_\_\_\_\_ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_\_\_ was there). He also participated in interviews within my department and was a valuable member.
- He is very knowledgeable and is always willing to lend a helping hand!
- \_\_\_\_\_ has been a strong leader at [CompanyName] for many years, and he will be missed.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- \_\_\_\_\_ is a great asset to the team. We are grateful to have him.