



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.

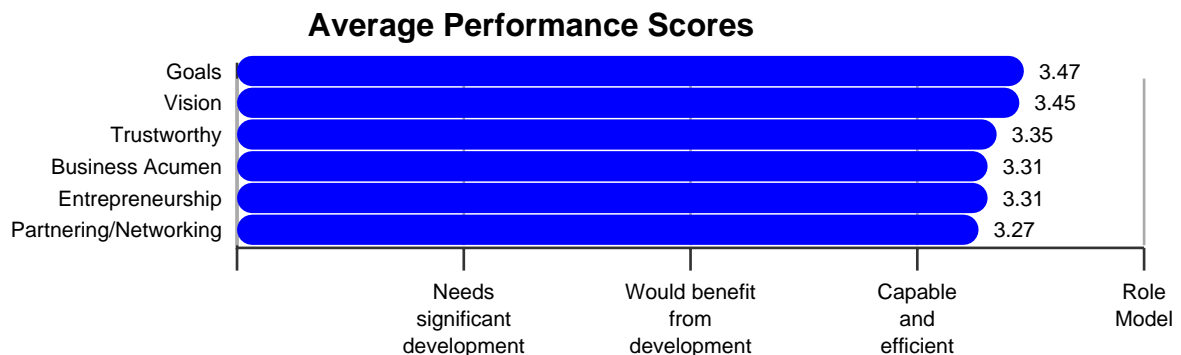
What to Do with Your Feedback

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

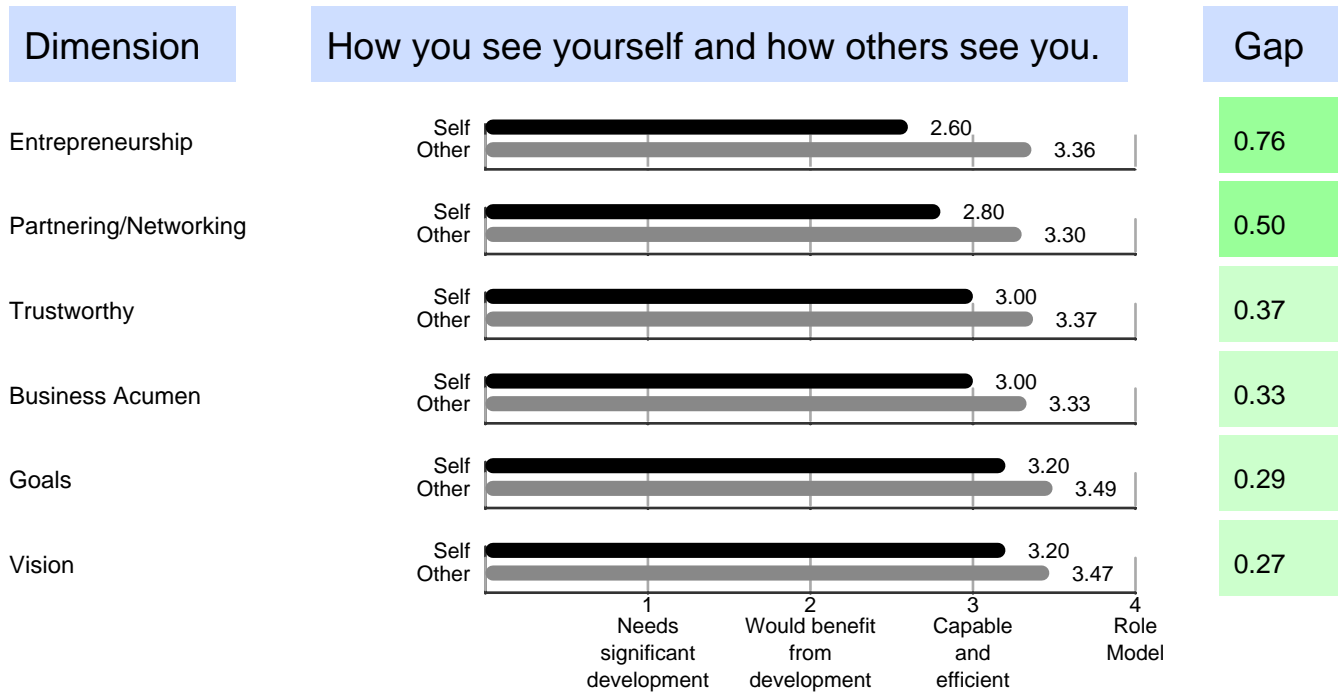
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



Goals

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. Makes sure that I have a clear idea of our group's goals.	15	3.20	93.3	7%	67%		27%
2. Achieves established goals.	15	3.87	100.0	13%	87%		
3. Sets high expectations and goals; encourages others to support the organization.	15	3.33	93.3	7%	53%		40%
4. Goal Setting	15	3.60	93.3	7%	27%	67%	
5. Achieves goals.	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. Makes sure that I have a clear idea of our group's goals.	3.29	3.20	-0.09 ▼
2. Achieves established goals.	3.65	3.87	+0.22 ▲
3. Sets high expectations and goals; encourages others to support the organization.	3.18	3.33	+0.16 ▲
4. Goal Setting	3.41	3.60	+0.19 ▲
5. Achieves goals.	3.24	3.33	+0.10 ▲

Comments:

- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- I cannot say if he challenges others.
- _____ is a very positive addition to our Management team.
- I think he is the kind of manager our department has needed and will continue to need.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have his as a manager.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.

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
6. Takes care to maintain confidential information.	15	3.20	93.3	7%	60%	33%	
7. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.20	86.7	13%	53%	33%	
8. Builds and maintains the trust of others.	15	3.40	93.3	7%	47%	47%	
9. Demonstrates a sense of responsibility and commitment to public trust.	15	3.47	93.3	7%	40%	53%	
10. Works in a way that makes others want to work with her/him.	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. Takes care to maintain confidential information.	3.24	3.20	-0.04 ▼
7. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.41	3.20	-0.21 ▼
8. Builds and maintains the trust of others.	3.24	3.40	+0.16 ▲
9. Demonstrates a sense of responsibility and commitment to public trust.	3.18	3.47	+0.29 ▲
10. Works in a way that makes others want to work with her/him.	3.35	3.47	+0.11 ▲

Comments:

- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- He has always encouraged others and provided tools for the employee to do so.
- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.

Partnering/Networking

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Builds alliances between departments and teams.	15	3.53	100.0	47%	53%		
12. Promotes the understanding of how the department affects the organization overall.	15	3.27	100.0	73%	27%		
13. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.33	100.0	67%	33%		
14. Partners with peers to obtain influence within the Company.	15	3.13	86.7	13%	60%	27%	
15. Creates the conditions for partnerships to grow and develop.	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. Builds alliances between departments and teams.	3.47	3.53	+0.06 ▲
12. Promotes the understanding of how the department affects the organization overall.	3.47	3.27	-0.20 ▼
13. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.35	3.33	-0.02 ▼
14. Partners with peers to obtain influence within the Company.	3.18	3.13	-0.04 ▼
15. Creates the conditions for partnerships to grow and develop.	3.00	3.07	+0.07 ▲

Comments:

- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- _____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! _____ has been a great addition to our team!

Business Acumen

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. Understands complex issues and problems.	15	3.40	93.3	7%	47%	47%	
17. Applies the knowledge of work processes to influence the achievement of business goals	15	3.27	93.3	7%	60%	33%	
18. Asks the 'right' questions to size up or evaluate situations.	14	3.00	92.9	7%	79%	14%	
19. Considers impact of actions on other areas of the organization.	15	3.47	100.0		53%	47%	
20. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	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. Understands complex issues and problems.	3.65	3.40	-0.25 ▼
17. Applies the knowledge of work processes to influence the achievement of business goals	3.47	3.27	-0.20 ▼
18. Asks the 'right' questions to size up or evaluate situations.	3.12	3.00	-0.12 ▼
19. Considers impact of actions on other areas of the organization.	3.59	3.47	-0.12 ▼
20. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.29	3.40	+0.11 ▲

Comments:

- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- He provides essential data in order to help explain decisions.
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.

Entrepreneurship

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. Understands the processes and various stages of business development.	15	3.53	100.0	47%	53%		
22. Maintains a high level of energy to respond to demands of the job.	15	3.00	80.0	20%	60%	20%	
23. Seeks and utilizes mentors to help guide professional development.	15	2.87	80.0	20%	73%	7%	
24. Able to adapt the department to changing business demands and climate.	15	3.47	100.0	53%	47%		
25. Takes the initiative to complete tasks.	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. Understands the processes and various stages of business development.	3.35	3.53	+0.18 ▲
22. Maintains a high level of energy to respond to demands of the job.	3.00	3.00	
23. Seeks and utilizes mentors to help guide professional development.	2.88	2.87	-0.02 ▼
24. Able to adapt the department to changing business demands and climate.	3.00	3.47	+0.47 ▲
25. Takes the initiative to complete tasks.	3.76	3.67	-0.10 ▼

Comments:

- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.

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. Persuades others to follow the Company's vision.	15	3.40	93.3	7%	47%	47%	
27. Leads employees in new directions.	15	3.33	93.3	7%	53%	40%	
28. Communicates a vision of where the Company needs to be in the future.	15	3.53	100.0		47%	53%	
29. Creates a positive vision of the future for the Company.	15	3.67	100.0		33%	67%	
30. Demonstrates consistency between words and actions	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. Persuades others to follow the Company's vision.	3.53	3.40	-0.13 ▼
27. Leads employees in new directions.	3.12	3.33	+0.22 ▲
28. Communicates a vision of where the Company needs to be in the future.	3.41	3.53	+0.12 ▲
29. Creates a positive vision of the future for the Company.	3.59	3.67	+0.08 ▲
30. Demonstrates consistency between words and actions	3.41	3.33	-0.08 ▼

Comments:

- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- _____'s job performance exceeds all the elements.
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.

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?

- _____ has been very supportive as a supervisor.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- I love working with his and hope to continue having his as my supervisor!
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- I know that _____ cares about me as a total individual not just as a professional.

What do you like best about working with this individual?

- Look up collaboration and you'll find _____'s picture beside the word.
- _____ is very supportive and knows his area of expertise. He is a pleasure to work with.
- He is a great manager and person to work for/with.
- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- Good leadership style.

What do you like least about working with this individual?

- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- 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.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.

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

- He has confidence in leading and making decisions improving rapidly.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- Demonstrates an ability to remain focused on outcomes.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- He is very astute, proactive in problem solving, and a great team member.

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

- I have truly appreciated his guidance.
- _____ is an excellent role model. he received the Employee Excellence Award this past year and also received his Master's Degree, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- _____ leads by example. Great Employee engagement.

- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- He is beginning to reach out to the other managers more, and it is appreciated.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.

Any final comments?

- What I like is his standard line what resources do you need from me to make this work?
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- He is both the manager and the interim director for the service line.