

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.

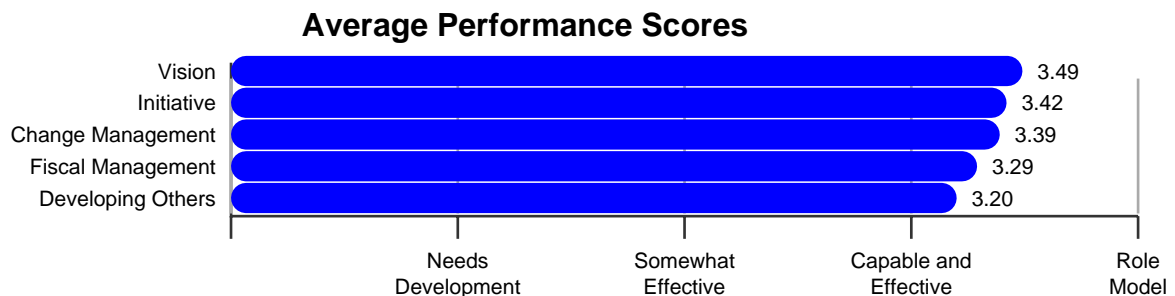
What to Do with Your Feedback

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

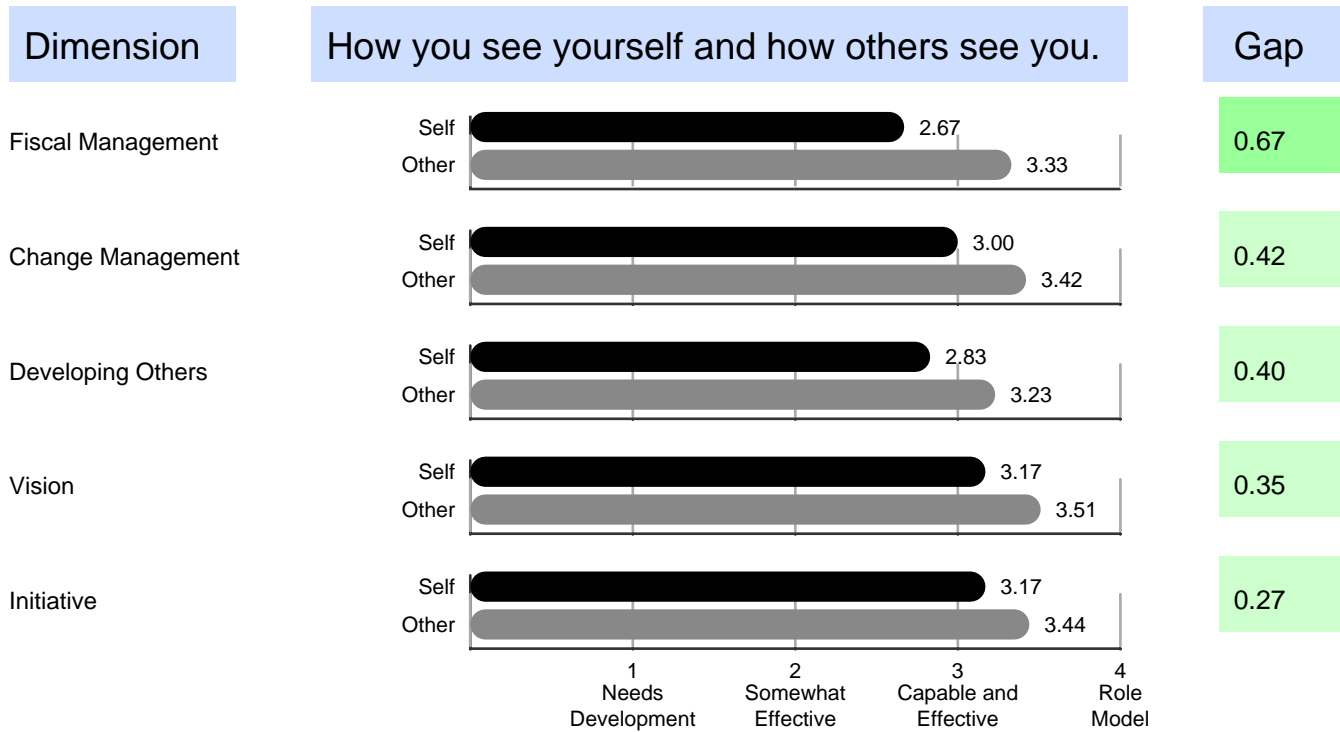
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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.



Initiative

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Goes above and beyond the stated goals.	15	3.20	93.3	7%	67%		27%
2. Takes the initiative to change the direction or course of events.	15	3.87	100.0	13%	87%		
3. Takes action without being asked.	15	3.33	93.3	7%	53%		40%
4. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	3.60	93.3	7%	27%	67%	
5. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.33	93.3	7%	53%		40%
6. Prepares for unexpected contingencies.	15	3.20	93.3	7%	60%		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
1. Goes above and beyond the stated goals.	3.29	3.20	-0.09 ▼
2. Takes the initiative to change the direction or course of events.	3.65	3.87	+0.22 ▲
3. Takes action without being asked.	3.18	3.33	+0.16 ▲
4. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.41	3.60	+0.19 ▲
5. Seeks and utilizes opportunities for continuous learning and self-development.	3.24	3.33	+0.10 ▲
6. Prepares for unexpected contingencies.	3.24	3.20	-0.04 ▼

Comments:

- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- _____ is committed to our organization and leads by example.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- _____ has good knowledge and awareness of the strengths and talents within the organization.
- I think he is an asset to the department.

Change 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
7. Supports the Company's efforts to implement changes.	15	3.20	86.7	13%	53%	33%	
8. Works cooperatively with others to implement changes.	15	3.40	93.3	7%	47%	47%	
9. Adopts changes to set and example for others to follow.	15	3.47	93.3	7%	40%	53%	
10. Effective in implementing new organizational vision and values.	15	3.47	93.3	7%	40%	53%	
11. Addresses organizational and departmental resistance to changes.	15	3.53	100.0		47%	53%	
12. Effective in dealing with ambiguous and challenging situations.	15	3.27	100.0		73%	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
7. Supports the Company's efforts to implement changes.	3.41	3.20	-0.21 ▼
8. Works cooperatively with others to implement changes.	3.24	3.40	+0.16 ▲
9. Adopts changes to set and example for others to follow.	3.18	3.47	+0.29 ▲
10. Effective in implementing new organizational vision and values.	3.35	3.47	+0.11 ▲
11. Addresses organizational and departmental resistance to changes.	3.47	3.53	+0.06 ▲
12. Effective in dealing with ambiguous and challenging situations.	3.47	3.27	-0.20 ▼

Comments:

- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- _____ has grown and proven himself to be an effective leader in the imaging department.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.

Developing Others

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
13. Tries to ensure employees are ready to move to the next level.	15	3.33	100.0		67%		33%
14. Is open to receiving feedback.	15	3.13	86.7	13%	60%		27%
15. Creates opportunities for professional development.	15	3.07	80.0	20%	53%		27%
16. Supports the successes of other employees.	15	3.40	93.3	7%	47%		47%
17. Creates a work environment that fosters positive feedback to employees.	15	3.27	93.3	7%	60%		33%
18. Develops employees by offering and encouraging them to take on new or additional responsibilities.	14	3.00	92.9	7%	79%		14%

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
13. Tries to ensure employees are ready to move to the next level.	3.35	3.33	-0.02 ▼
14. Is open to receiving feedback.	3.18	3.13	-0.04 ▼
15. Creates opportunities for professional development.	3.00	3.07	+0.07 ▲
16. Supports the successes of other employees.	3.65	3.40	-0.25 ▼
17. Creates a work environment that fosters positive feedback to employees.	3.47	3.27	-0.20 ▼
18. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.12	3.00	-0.12 ▼

Comments:

- I trust that I can go to him in confidence and he will really listen to what I am saying.
- _____ is a rock amongst the management at [CompanyName].
- 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.
- _____ 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.
- Willingness to pitch in, desire to grow, and a great attitude.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.

Fiscal 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
19. Develops budgets and plans for various programs and initiatives.	15	3.47	100.0		53%	47%	
20. Provides budgeting and accounting support to the Company.	15	3.40	93.3	7%	47%	47%	
21. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.53	100.0		47%	53%	
22. Keeps excellent records for financial transparency.	15	3.00	80.0	20%	60%	20%	
23. Develops of the department's annual budget.	15	2.87	80.0	20%	73%	7%	
24. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.47	100.0		53%	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
19. Develops budgets and plans for various programs and initiatives.	3.59	3.47	-0.12 ▼
20. Provides budgeting and accounting support to the Company.	3.29	3.40	+0.11 ▲
21. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.35	3.53	+0.18 ▲
22. Keeps excellent records for financial transparency.	3.00	3.00	
23. Develops of the department's annual budget.	2.88	2.87	-0.02 ▼
24. Ensures others follow the correct rules and regulations on fiscal matters.	3.00	3.47	+0.47 ▲

Comments:

- _____ encourages our staff to strive to be the best that we can be.
- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- _____ is a solid performer knows his stuff.
- _____ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- _____ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].

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
25. Demonstrates consistency between words and actions	15	3.67	100.0	33%	67%		
26. Develops action plans to align his/her work with the goals of the organization	15	3.40	93.3	7%	47%	47%	
27. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.33	93.3	7%	53%	40%	
28. Communicates the vision and strategy of [Company]	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. Leads employees in new directions.	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
25. Demonstrates consistency between words and actions	3.76	3.67	-0.10 ▼
26. Develops action plans to align his/her work with the goals of the organization	3.53	3.40	-0.13 ▼
27. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.12	3.33	+0.22 ▲
28. Communicates the vision and strategy of [Company]	3.41	3.53	+0.12 ▲
29. Creates a positive vision of the future for the Company.	3.59	3.67	+0.08 ▲
30. Leads employees in new directions.	3.41	3.33	-0.08 ▼

Comments:

- _____ has my back and breaks down the barriers when I let him know that need his support.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.

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 demonstrated the ability to manage significant changes in his area with great skill.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.

What do you like best about working with this individual?

- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- _____ has done a remarkable job managing the department.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.

What do you like least about working with this individual?

- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- _____ is a pleasure to work with.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- I really appreciate him as a member of the team.
- _____ is an amazing manager. He genuinely cares about his staff.

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

- _____ has been very supportive as a supervisor.
- I know that _____ cares about me as a total individual not just as a professional.
- _____ is a team player and effective in his role.
- He is a fantastic resource.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.

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

- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- _____ is very busy and does a good job delegating work. By delegating he 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.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.

Any final comments?

- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- Uses his people skills to change negative situations into positive.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- I will always welcome _____'s direct, honest, caring feedback.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.