Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
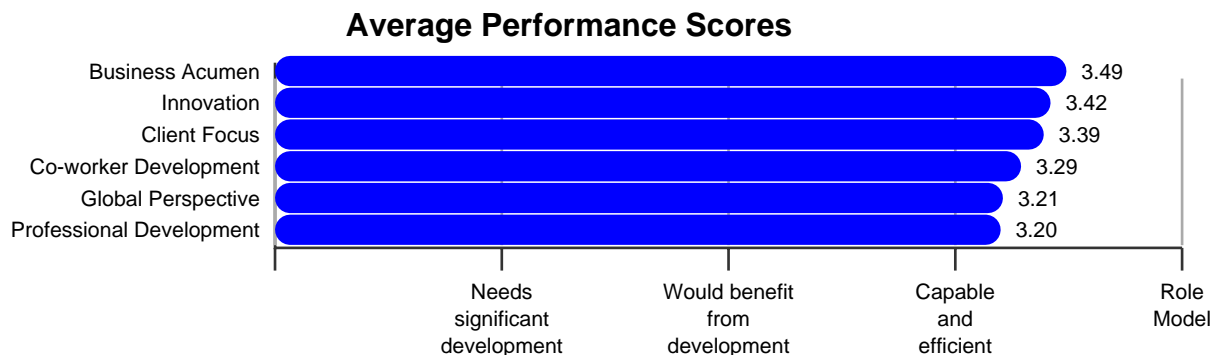
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
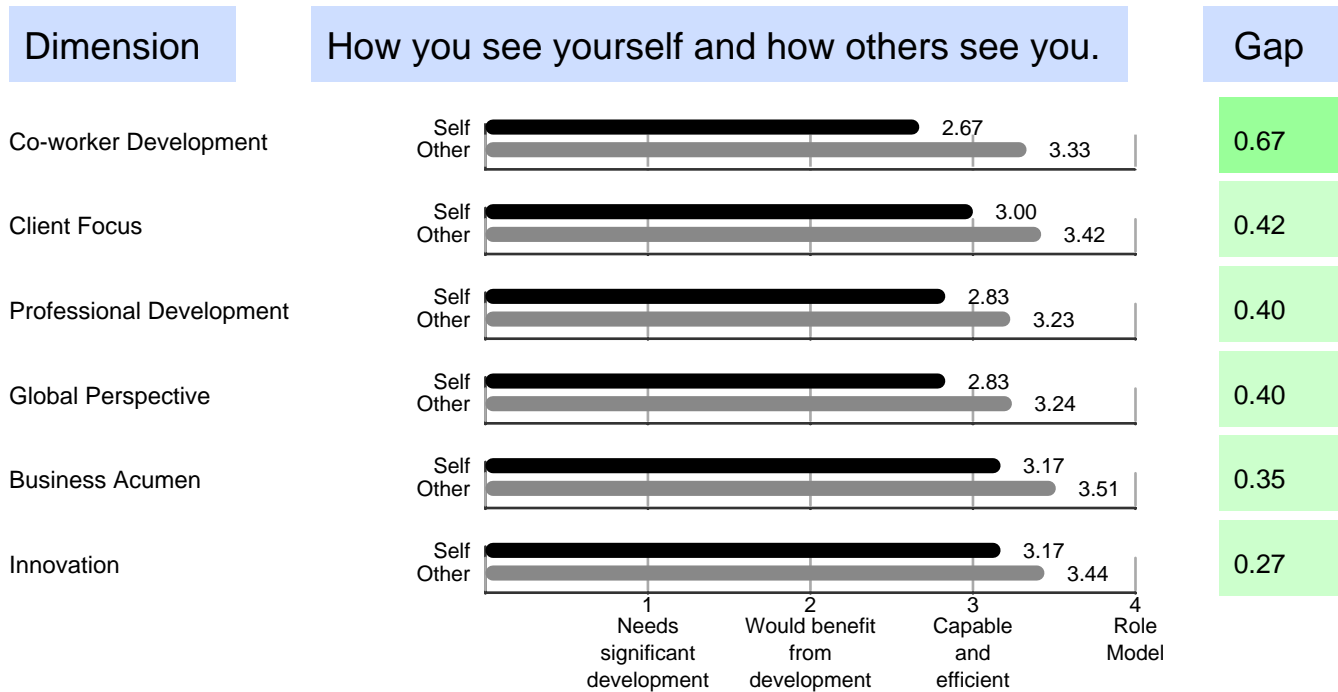
Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Business Acumen	3.49
Innovation	3.42
Client Focus	3.39
Co-worker Development	3.29
Global Perspective	3.21
Professional Development	3.20

Scale: Needs significant development — Would benefit from development — Capable and efficient — Role Model

Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

Dimension	How you see yourself and how others see you.	Gap
Co-worker Development	Self 2.67 / Other 3.33	0.67
Client Focus	Self 3.00 / Other 3.42	0.42
Professional Development	Self 2.83 / Other 3.23	0.40
Global Perspective	Self 2.83 / Other 3.24	0.40
Business Acumen	Self 3.17 / Other 3.51	0.35
Innovation	Self 3.17 / Other 3.44	0.27

Scale:
1 — Needs significant development
2 — Would benefit from development
3 — Capable and efficient
4 — Role Model

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Builds upon the ideas and solutions of others.	15	3.20	93.3	7%	67%		27%
2. Develops new products and services.	15	3.87	100.0	13%	87%		
3. Creates a safe environment for idea-sharing.	15	3.33	93.3	7%	53%		40%
4. Maximizes the alternative solutions to problems.	15	3.60	93.3	7%	27%	67%	
5. Seeks innovative ways to change, grow, and improve the company.	15	3.33	93.3	7%	53%		40%
6. Develops several approaches or solutions to a problem.	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. Builds upon the ideas and solutions of others.	3.29	3.20	-0.09 ▼
2. Develops new products and services.	3.65	3.87	+0.22 ▲
3. Creates a safe environment for idea-sharing.	3.18	3.33	+0.16 ▲
4. Maximizes the alternative solutions to problems.	3.41	3.60	+0.19 ▲
5. Seeks innovative ways to change, grow, and improve the company.	3.24	3.33	+0.10 ▲
6. Develops several approaches or solutions to a problem.	3.24	3.20	-0.04 ▼

Comments:
- Has a "go getter" attitude!
- I feel as though ___ is still getting to know her management team and employees.   She has only been overseeing our area for a little over 6 months.   I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- ___ exceeds in above in all she does.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- ___ is by far a leader in the service area.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.

Client 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
7. Ensures client commitments and requirements are met or exceeded	15	3.20	86.7	13%	53%		33%
8. Obtains feedback to ensure client needs are being met.	15	3.40	93.3	7%	47%		47%
9. Is pro-active in dealing with clients and addressing their needs.	15	3.47	93.3	7%	40%		53%
10. Looks for opportunities that have a positive impact on Clients.	15	3.47	93.3	7%	40%		53%
11. Satisfies client needs.	15	3.53	100.0		47%		53%
12. Maintains strong relationships with clients.	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. Ensures client commitments and requirements are met or exceeded	3.41	3.20	-0.21 ▼
8. Obtains feedback to ensure client needs are being met.	3.24	3.40	+0.16 ▲
9. Is pro-active in dealing with clients and addressing their needs.	3.18	3.47	+0.29 ▲
10. Looks for opportunities that have a positive impact on Clients.	3.35	3.47	+0.11 ▲
11. Satisfies client needs.	3.47	3.53	+0.06 ▲
12. Maintains strong relationships with clients.	3.47	3.27	-0.20 ▼

Comments:
- Always looking for ways to grow as a person.   Inspires others to do the same.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- I think ___ is off to a very good start with the new division.   She is engaging key players and helping form vision with her leadership team.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- She couldn't be more engaged if she tried.
- She is determined to find the answer to any problem or obstacle in her way.

Professional Development

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
13. Encourages employees to take courses relevant to their job.	15	3.33	100.0		67%		33%
14. Contributing fully to the extent of their skills	15	3.13	86.7	13%	60%		27%
15. Keep themselves up-to-date of technical/professional issues	15	3.07	80.0	20%	53%		27%
16. Seeks opportunities for professional development.	15	3.40	93.3	7%	47%		47%
17. Seeks opportunities for continuous learning.	15	3.27	93.3	7%	60%		33%
18. Allows employees to fully participate in employee training and professional development.	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. Encourages employees to take courses relevant to their job.	3.35	3.33	-0.02	▼
14. Contributing fully to the extent of their skills	3.18	3.13	-0.04	▼
15. Keep themselves up-to-date of technical/professional issues	3.00	3.07	+0.07	▲
16. Seeks opportunities for professional development.	3.65	3.40	-0.25	▼
17. Seeks opportunities for continuous learning.	3.47	3.27	-0.20	▼
18. Allows employees to fully participate in employee training and professional development.	3.12	3.00	-0.12	▼

Comments:
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.
- She can fall behind on projects without providing timely feedback.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- She has been and is a mentor for me.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.

Co-worker Development

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
19. Monitors and assesses the performance levels of individuals and team, measuring them against targets	15	3.47	100.0		53%		47%
20. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%		47%
21. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.53	100.0		47%	53%	
22. Takes immediate action on poor performance	15	3.00	80.0	20%	60%		20%
23. Provides ongoing feedback to co-workers on their development progress	15	2.87	80.0	20%	73%		7%
24. Provides access to development resources for co-workers	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. Monitors and assesses the performance levels of individuals and team, measuring them against targets	3.59	3.47	-0.12	▼
20. Sets and clearly communicates expectations, performance goals, and measurements to others	3.29	3.40	+0.11	▲
21. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.35	3.53	+0.18	▲
22. Takes immediate action on poor performance	3.00	3.00		
23. Provides ongoing feedback to co-workers on their development progress	2.88	2.87	-0.02	▼
24. Provides access to development resources for co-workers	3.00	3.47	+0.47	▲

Comments:
- She is an excellent communicator.   The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- The outcomes and expectations are not clearly defined on a regular basis.   Sometimes the expectations are vague and it's hard to get a set answer.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.

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
25. Considers impact of actions on other areas of the organization.	15	3.67	100.0		33%	67%	
26. Applies the knowledge of work processes to influence the achievement of business goals	15	3.40	93.3	7%	47%	47%	
27. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.33	93.3	7%	53%	40%	
28. Able to align resources to meet the business needs of the company.	15	3.53	100.0		47%	53%	
29. Asks the 'right' questions to size up or evaluate situations.	15	3.67	100.0		33%	67%	
30. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	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. Considers impact of actions on other areas of the organization.	3.76	3.67	-0.10 ▼
26. Applies the knowledge of work processes to influence the achievement of business goals	3.53	3.40	-0.13 ▼
27. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.12	3.33	+0.22 ▲
28. Able to align resources to meet the business needs of the company.	3.41	3.53	+0.12 ▲
29. Asks the 'right' questions to size up or evaluate situations.	3.59	3.67	+0.08 ▲
30. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.41	3.33	-0.08 ▼

Comments:
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- I would encourage her to share with others the work going on in her area in this regard.   It deserves to be recognized and shared.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- ___ encourages our staff to strive to be the best that we can be.
- As a new Manager to the area, ___ was subjected to a review of department services.   This was tough on her, but she did very well with it.
- ___ is a great team player with an employee safety and satisfaction focus.

Global Perspective

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
31. Understands global systems such as the global economy.	15	3.20	86.7	13%	53%		33%
32. Demonstrates a curiosity about diverse individuals and cultures.	15	3.40	100.0		60%		40%
33. Forms strong client relationships with international partners.	15	3.20	86.7	13%	53%		33%
34. Facilitates open communication with individuals from other countries.	15	3.27	93.3	7%	60%		33%
35. Engages in problem solving with individuals outside of the country.	15	3.00	80.0	20%	60%		20%
36. Exemplifies the skills of a global worker.	15	3.20	93.3	7%	67%		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
31. Understands global systems such as the global economy.	3.18	3.20	+0.02 ▲
32. Demonstrates a curiosity about diverse individuals and cultures.	3.35	3.40	+0.05 ▲
33. Forms strong client relationships with international partners.	3.18	3.20	+0.02 ▲
34. Facilitates open communication with individuals from other countries.	2.88	3.27	+0.38 ▲
35. Engages in problem solving with individuals outside of the country.	3.18	3.00	-0.18 ▼
36. Exemplifies the skills of a global worker.	3.18	3.20	+0.02 ▲

Comments:
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ 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.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.

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?

- She is a charismatic leader. Really the best!!
- She make sure the team effort not only succeed on paper.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff.   This helps in understanding the needs of our lab while developing teamwork within our system.   She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

What do you like best about working with this individual?

- I her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- Team-oriented and goal focused.   Shows continuous desire for improvement.
- ___ has been an effective leader for me.   She encourages me to develop and knows what my strengths are.   She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time).   when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.

What do you like least about working with this individual?

- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ encourages our staff to strive to be the best that we can be.
- Under her leadership, the department teams have become very cohesive.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.

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

- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone elses department, she is willing to help in any capacity she can to help reach goals.
- She consistently conducts herself with professionalism and represents our unit well.
- She has never said she was to busy for me or stated come back later. I think [CompanyName] is very lucky to have her as   a manager.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- I really appreciate her.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.

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

- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- ___ needs no improvement
- I look to her for guidance and support.   It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- She is approachable and easy to talk to.   In every interaction she is honest, encouraging, a great listener, and very supportive.
- I am very surprised and impressed with ___ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- We are a department in need of structure and I feel she 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.

Any final comments?

- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ is an amazing manager to work under.   She has taught me a ton on how to be an associate manager this past year.
- ___ always presents herself in the most professional manner.
- I think she is the kind of manager our department has needed and will continue to need.