



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.

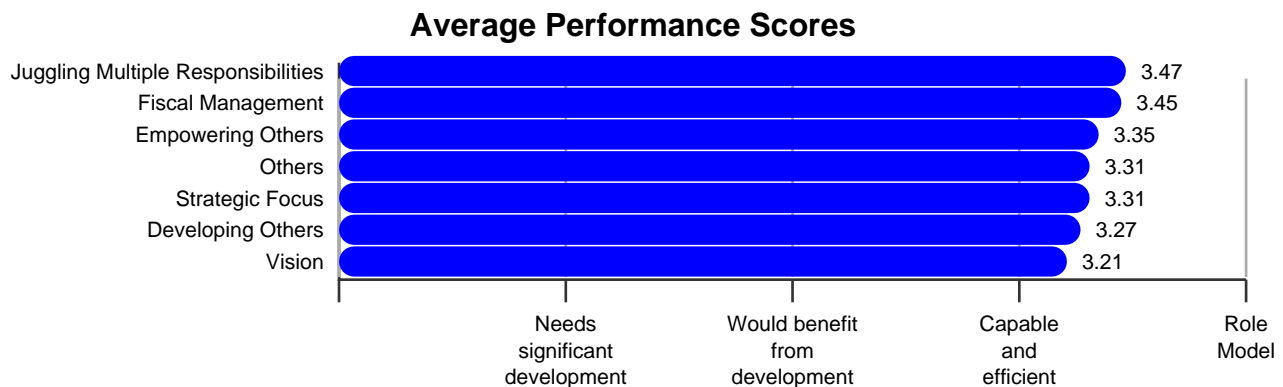
What to Do with Your Feedback

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

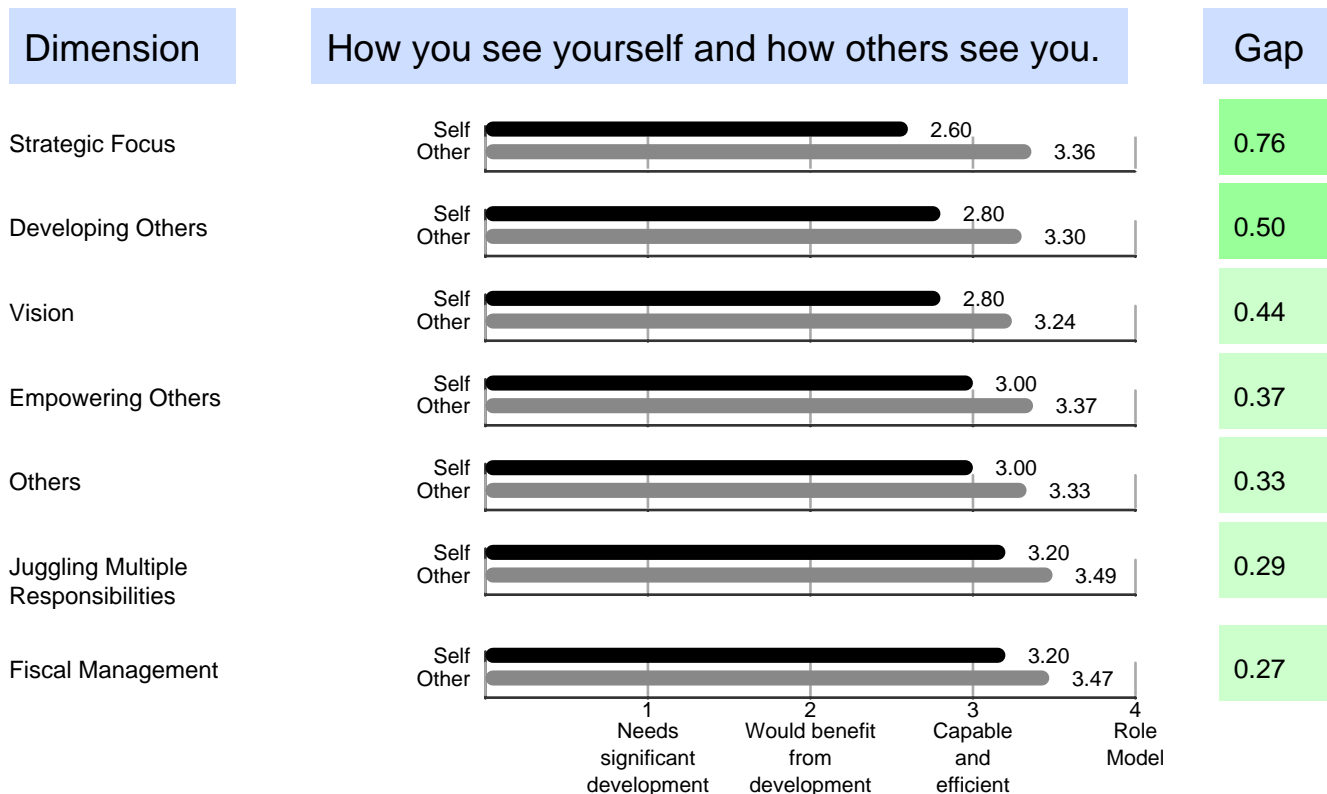
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Juggling Multiple Responsibilities

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. Organizes tasks for the most efficient order of completion.	15	3.20	93.3	7%	67%		27%
2. Coordinates the work of a team by assigning tasks to other team members.	15	3.87	100.0	13%	87%		
3. Builds in extra time in the schedule for unplanned events/occurrences.	15	3.33	93.3	7%	53%		40%
4. Keeps track of multiple assignments and deadlines.	15	3.60	93.3	7%	27%	67%	
5. Ensures that assignments are prioritized according to the needs of the department/company.	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. Organizes tasks for the most efficient order of completion.	3.29	3.20	-0.09 ▼
2. Coordinates the work of a team by assigning tasks to other team members.	3.65	3.87	+0.22 ▲
3. Builds in extra time in the schedule for unplanned events/occurrences.	3.18	3.33	+0.16 ▲
4. Keeps track of multiple assignments and deadlines.	3.41	3.60	+0.19 ▲
5. Ensures that assignments are prioritized according to the needs of the department/company.	3.24	3.33	+0.10 ▲

Comments:

- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- Very knowledgeable and always steps up if help is needed.
- She is beginning to reach out to the other managers more, and it is appreciated.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.

Empowering 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Encourages employees to solve problems on their own.	15	3.20	93.3	7%	60%	33%	
7. Allows employees to make their own decisions.	15	3.20	86.7	13%	53%	33%	
8. Is aware of the skill levels of others.	15	3.40	93.3	7%	47%	47%	
9. Supports the decisions of others.	15	3.47	93.3	7%	40%	53%	
10. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	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. Encourages employees to solve problems on their own.	3.24	3.20	-0.04 ▼
7. Allows employees to make their own decisions.	3.41	3.20	-0.21 ▼
8. Is aware of the skill levels of others.	3.24	3.40	+0.16 ▲
9. Supports the decisions of others.	3.18	3.47	+0.29 ▲
10. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	3.35	3.47	+0.11 ▲

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.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Personality. Great Mentor and Leader. Talented.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Encourages employees through recognition of positive changes in behavior.	15	3.53	100.0	47%	53%		
12. Supports the successes of other employees.	15	3.27	100.0	73%	27%		
13. Assesses employees' developmental needs.	15	3.33	100.0	67%	33%		
14. Assigns tasks and responsibilities to develop skills of others.	15	3.13	86.7	13%	60%	27%	
15. Develops employees by offering and encouraging them to take on new or additional responsibilities.	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. Encourages employees through recognition of positive changes in behavior.	3.47	3.53	+0.06 ▲
12. Supports the successes of other employees.	3.47	3.27	-0.20 ▼
13. Assesses employees' developmental needs.	3.35	3.33	-0.02 ▼
14. Assigns tasks and responsibilities to develop skills of others.	3.18	3.13	-0.04 ▼
15. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.00	3.07	+0.07 ▲

Comments:

- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- Detail oriented
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Helpful	15	3.40	93.3	7%	47%	47%	
17. Respects the opinions of other employees.	15	3.27	93.3	7%	60%	33%	
18. Treats others with respect and dignity.	14	3.00	92.9	7%	79%	14%	
19. Works effectively with people from other departments.	15	3.47	100.0		53%	47%	
20. Is able to see issues from others' perspectives.	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. Helpful	3.65	3.40	-0.25 ▼
17. Respects the opinions of other employees.	3.47	3.27	-0.20 ▼
18. Treats others with respect and dignity.	3.12	3.00	-0.12 ▼
19. Works effectively with people from other departments.	3.59	3.47	-0.12 ▼
20. Is able to see issues from others' perspectives.	3.29	3.40	+0.11 ▲

Comments:

- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- ___ is an outstanding manager.

Strategic 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
21. Communicates goals and objectives to employees.	15	3.53	100.0	47%	53%		
22. Understands & contributes to development of strategic goals.	15	3.00	80.0	20%	60%	20%	
23. Looks for opportunities to enhance contributions to the bottom line.	15	2.87	80.0	20%	73%	7%	
24. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.47	100.0	53%	47%		
25. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	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. Communicates goals and objectives to employees.	3.35	3.53	+0.18 ▲
22. Understands & contributes to development of strategic goals.	3.00	3.00	
23. Looks for opportunities to enhance contributions to the bottom line.	2.88	2.87	-0.02 ▼
24. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.00	3.47	+0.47 ▲
25. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.76	3.67	-0.10 ▼

Comments:

- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- ___ needs to remove herself 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.
- ___ leads by example.
- ___ gives me feedback good and indifferent.
- She is trustworthy, dependable, positive attitude, and team focused.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.40	93.3	7%	47%	47%	
27. Monitors expenses and verifies the need for items purchased.	15	3.33	93.3	7%	53%	40%	
28. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.53	100.0		47%	53%	
29. Develops budgets and plans for various programs and initiatives.	15	3.67	100.0		33%	67%	
30. Effective in using Company's resources.	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. Ensures others follow the correct rules and regulations on fiscal matters.	3.53	3.40	-0.13 ▼
27. Monitors expenses and verifies the need for items purchased.	3.12	3.33	+0.22 ▲
28. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.41	3.53	+0.12 ▲
29. Develops budgets and plans for various programs and initiatives.	3.59	3.67	+0.08 ▲
30. Effective in using Company's resources.	3.41	3.33	-0.08 ▼

Comments:

- ___ is always working collaboratively with many different teams not only within the organization but within the community
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- ___ would be my choice for permanent manager of the department.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.

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
31. Persuades others to follow the Company's vision.	15	3.20	86.7	13%	53%	33%	
32. Communicates a vision of where the Company needs to be in the future.	15	3.40	100.0		60%	40%	
33. Clearly articulates a vision for his/her work and inspires others to support it	15	3.20	86.7	13%	53%	33%	
34. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.27	93.3	7%	60%	33%	
35. Demonstrates consistency between words and actions	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. Persuades others to follow the Company's vision.	3.18	3.20	+0.02 ▲
32. Communicates a vision of where the Company needs to be in the future.	3.35	3.40	+0.05 ▲
33. Clearly articulates a vision for his/her work and inspires others to support it	3.18	3.20	+0.02 ▲
34. Expresses the Company vision in a way that is easily understood and adopted by employees.	2.88	3.27	+0.38 ▲
35. Demonstrates consistency between words and actions	3.18	3.00	-0.18 ▼

Comments:

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- ___ has made good judgements in hiring top notch employees.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department ans was a valuable member.
- ___ needs no improvement
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- She takes the time to explain to staff the rationale of changes being made.

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?

- There is room for improvement in all these elements.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- She walks the walk and talks the talk.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- One of the best supervisors that I have had.

What do you like best about working with this individual?

- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- I am impressed with her commitment to task and job knowledge.
- Always approachable no matter how busy she is.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.

What do you like least about working with this individual?

- Has one of the strongest work ethics I've ever encountered in a team member.
- She couldn't be more engaged if she tried.
- 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.
- ___ is a very positive addition to our Management team.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.

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

- Improve on providing feedback.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- She could help teammates by becoming more proficient in some areas.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.

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

- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- I am VERY fortunate to be on her team and part of this division.
- She has great sense of vision and purpose for the division and organization as a whole.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.

Any final comments?

- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- she continues to make improvements in core competencies.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.