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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

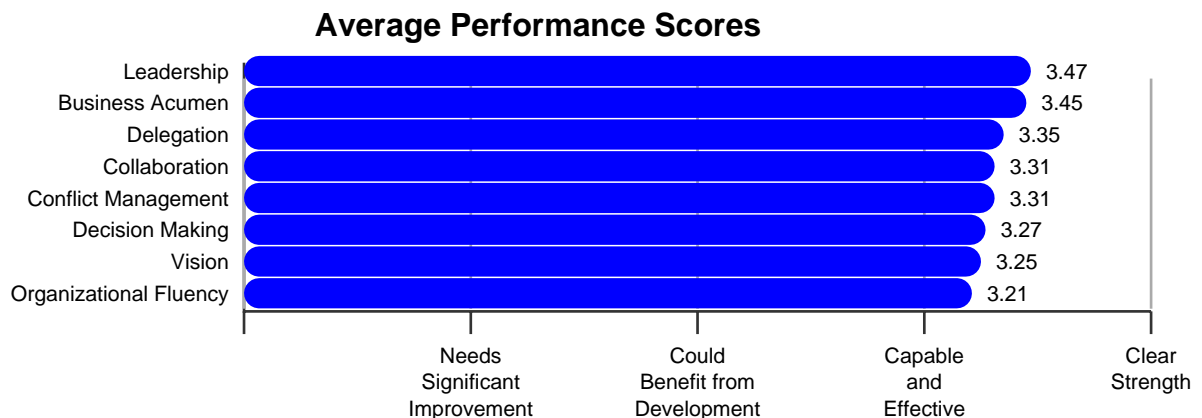
## What to Do with Your Feedback

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

# Summary

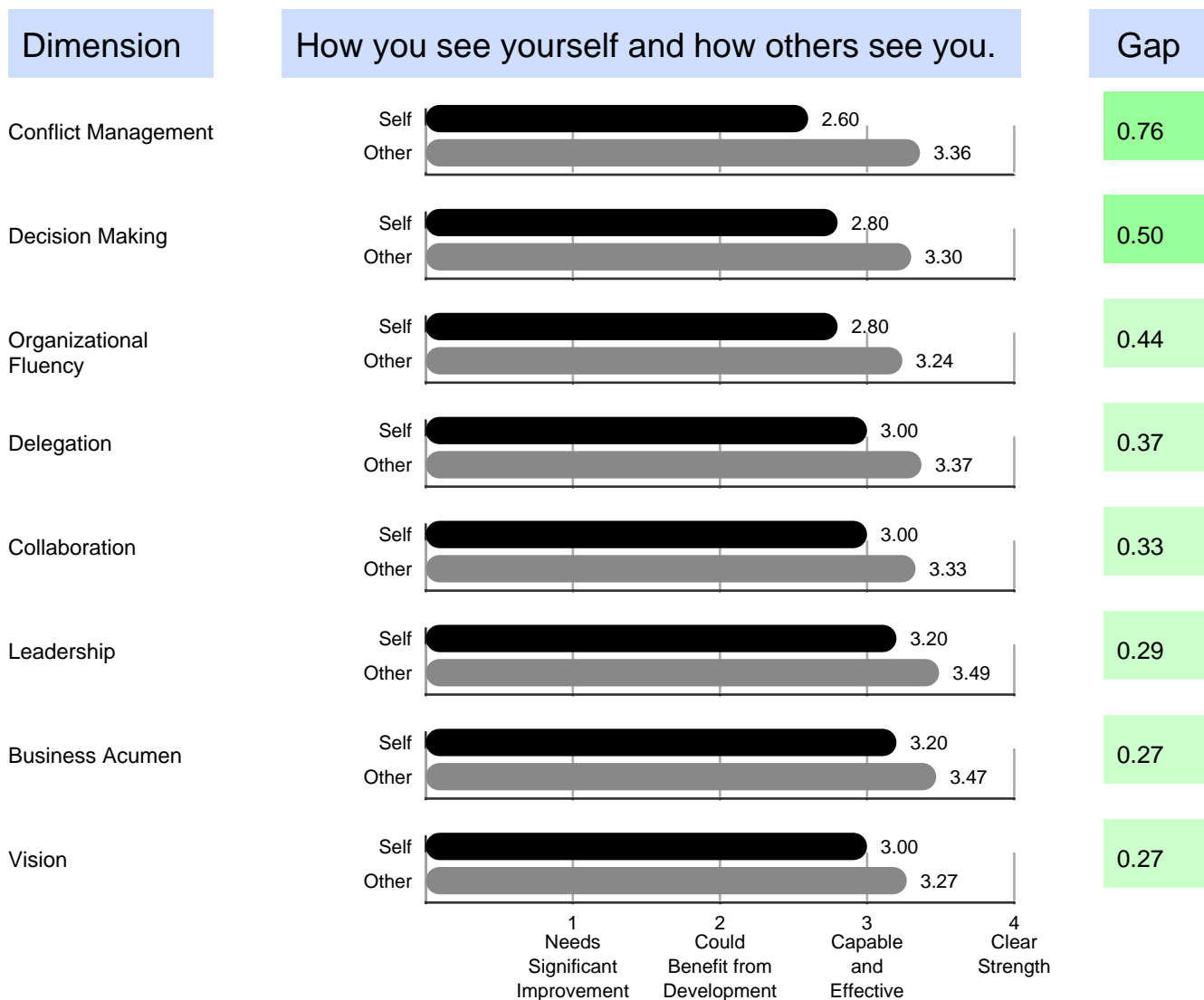
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



## Leadership

### 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You set clear goals and objectives for subordinates.	15	3.20	93.3	7%	67%	27%	
2. You are a leader within the department.	15	3.87	100.0	13%	87%		
3. You are able to increase the performance of under-performing employees.	15	3.33	93.3	7%	53%	40%	
4. You seek input and ideas from employees by involving them in decisions.	15	3.60	93.3	7%	27%	67%	
5. You coach others and prepares them for current and future business demands.	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. You set clear goals and objectives for subordinates.	3.29	3.20	-0.09 ▼
2. You are a leader within the department.	3.65	3.87	+0.22 ▲
3. You are able to increase the performance of under-performing employees.	3.18	3.33	+0.16 ▲
4. You seek input and ideas from employees by involving them in decisions.	3.41	3.60	+0.19 ▲
5. You coach others and prepares them for current and future business demands.	3.24	3.33	+0.10 ▲

### Comments:

- I am impressed with his commitment to task and job knowledge.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- \_\_\_\_\_ 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.
- He is very astute, proactive in problem solving, and a great team member.
- Participates in training to learn Core Competency processes.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.

## Delegation

### 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You ensure delegated tasks are completed on time.	15	3.20	93.3	7%	60%	33%	
7. You allow subordinates to use their own methods and procedures.	15	3.20	86.7	13%	53%	33%	
8. You delegate tasks, responsibilities, and accountability as appropriate.	15	3.40	93.3	7%	47%	47%	
9. You allow employees to decide how they wish to complete the tasks.	15	3.47	93.3	7%	40%	53%	
10. You tell subordinates what to do, not how to do it.	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. You ensure delegated tasks are completed on time.	3.24	3.20	-0.04 ▼
7. You allow subordinates to use their own methods and procedures.	3.41	3.20	-0.21 ▼
8. You delegate tasks, responsibilities, and accountability as appropriate.	3.24	3.40	+0.16 ▲
9. You allow employees to decide how they wish to complete the tasks.	3.18	3.47	+0.29 ▲
10. You tell subordinates what to do, not how to do it.	3.35	3.47	+0.11 ▲

### Comments:

- He is a great leader.
- He has the ability to look at the system as a whole and make solid long range decisions.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- \_\_\_\_\_ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- \_\_\_\_\_ 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.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.

## Decision Making

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.53	100.0	47%	53%		
12. You are able to make decisions quickly.	15	3.27	100.0	73%	27%		
13. You exercise good judgment by making sound and informed decisions.	15	3.33	100.0	67%	33%		
14. You ask for additional information when making critical decisions.	15	3.13	86.7	13%	60%	27%	
15. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	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. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	3.47	3.53	+0.06 ▲
12. You are able to make decisions quickly.	3.47	3.27	-0.20 ▼
13. You exercise good judgment by making sound and informed decisions.	3.35	3.33	-0.02 ▼
14. You ask for additional information when making critical decisions.	3.18	3.13	-0.04 ▼
15. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.00	3.07	+0.07 ▲

#### Comments:

- \_\_\_\_\_ exceeds in above in all he does.
- \_\_\_\_\_ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- \_\_\_\_\_ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- \_\_\_\_\_ is trusting his team, and expecting high standards of behavior from all employees.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- \_\_\_\_\_ exemplifies outstanding professionalism.

## Collaboration

### 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You meet with appropriate counterparts in negotiations as needed.	15	3.40	93.3	7%	47%	47%	
17. You work with others to resolve differences.	15	3.27	93.3	7%	60%	33%	
18. You are honest with others.	14	3.00	92.9	7%	79%	14%	
19. You are willing to work with others to solve problems.	15	3.47	100.0		53%	47%	
20. You create an environment where others feel comfortable sharing knowledge and information.	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. You meet with appropriate counterparts in negotiations as needed.	3.65	3.40	-0.25 ▼
17. You work with others to resolve differences.	3.47	3.27	-0.20 ▼
18. You are honest with others.	3.12	3.00	-0.12 ▼
19. You are willing to work with others to solve problems.	3.59	3.47	-0.12 ▼
20. You create an environment where others feel comfortable sharing knowledge and information.	3.29	3.40	+0.11 ▲

### Comments:

- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- \_\_\_\_\_ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- \_\_\_\_\_ has a calm and professional style.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- I am having a hard time evaluating the last four. \_\_\_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- He is an outstanding manager.

## Conflict 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You discuss conflict situations with supervisor.	15	3.53	100.0	47%	53%		
22. You identify and takes steps to prevent potential confrontations.	15	3.00	80.0	20%	60%	20%	
23. You try to understand others' point of view before making judgments	15	2.87	80.0	20%	73%	7%	
24. You clearly express expectations to others.	15	3.47	100.0	53%	47%		
25. You help employees to think through alternative ways to resolve conflict situations.	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. You discuss conflict situations with supervisor.	3.35	3.53	+0.18 ▲
22. You identify and takes steps to prevent potential confrontations.	3.00	3.00	
23. You try to understand others' point of view before making judgments	2.88	2.87	-0.02 ▼
24. You clearly express expectations to others.	3.00	3.47	+0.47 ▲
25. You help employees to think through alternative ways to resolve conflict situations.	3.76	3.67	-0.10 ▼

### Comments:

- I am impressed with his commitment to task and job knowledge.
- \_\_\_\_\_ handles every situation in a professional manner and he responds promptly to requests.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me an others.
- His 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.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.



## 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You apply the knowledge of work processes to influence the achievement of business goals	15	3.40	93.3	7%	47%	47%	
27. You understand complex issues and problems.	15	3.33	93.3	7%	53%	40%	
28. You are able to align resources to meet the business needs of the company.	15	3.53	100.0		47%	53%	
29. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.67	100.0		33%	67%	
30. You ask the 'right' questions to size up or evaluate situations.	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. You apply the knowledge of work processes to influence the achievement of business goals	3.53	3.40	-0.13 ▼
27. You understand complex issues and problems.	3.12	3.33	+0.22 ▲
28. You are able to align resources to meet the business needs of the company.	3.41	3.53	+0.12 ▲
29. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.59	3.67	+0.08 ▲
30. You ask the 'right' questions to size up or evaluate situations.	3.41	3.33	-0.08 ▼

### Comments:

- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- \_\_\_\_\_ is a very effective leader and excellent communicator.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- \_\_\_\_\_ has done a great job of continuing to grow and refine the service lines.
- \_\_\_\_\_ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- This year \_\_\_\_\_ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.

## Organizational Fluency

### 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You are able to explain departmental policies and procedures to others.	15	3.20	86.7	13%	53%	33%	
32. You understand departmental policies and procedures.	15	3.40	100.0		60%	40%	
33. You understand the current organizational culture.	15	3.20	86.7	13%	53%	33%	
34. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.27	93.3	7%	60%	33%	
35. You get things done through the department.	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. You are able to explain departmental policies and procedures to others.	3.18	3.20	+0.02 ▲
32. You understand departmental policies and procedures.	3.35	3.40	+0.05 ▲
33. You understand the current organizational culture.	3.18	3.20	+0.02 ▲
34. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	2.88	3.27	+0.38 ▲
35. You get things done through the department.	3.18	3.00	-0.18 ▼

### Comments:

- His focus is for quality that is customer centered.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- Participates in training to learn Core Competency processes.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

## 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You express the Company vision in a way that is easily understood and adopted by employees.	15	3.20	93.3	7%	67%		27%
37. You communicate the vision and strategy of [Company]	15	3.27	93.3	7%	60%		33%
38. You work to support the strategy of [Company]	15	3.27	86.7	13%	47%		40%
39. You develop action plans to align your work with the goals of the organization	15	3.13	86.7	13%	60%		27%
40. You understand the vision of the Company and promote it ahead of any self-interests.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. You express the Company vision in a way that is easily understood and adopted by employees.	3.18	3.20	+0.02 ▲
37. You communicate the vision and strategy of [Company]	3.35	3.27	-0.09 ▼
38. You work to support the strategy of [Company]	3.24	3.27	+0.03 ▲
39. You develop action plans to align your work with the goals of the organization	3.59	3.13	-0.45 ▼
40. You understand the vision of the Company and promote it ahead of any self-interests.	3.29	3.40	+0.11 ▲

### Comments:

- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- Detail oriented
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- When dealing with HR issues my HR business partner is always involved.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- \_\_\_\_\_ knows his work and knows the facility very well. \_\_\_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.

## 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?

- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- He listens to the team.
- \_\_\_\_\_ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- He is the only manager in the department to help us when we are short.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. \_\_\_\_\_ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- \_\_\_\_\_ is a great team player with an employee safety and satisfaction focus.

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

- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- Always looking for ways to grow as a person. Inspires others to do the same.
- I can not say enough good things about \_\_\_\_\_ he has been an asset to our department from day one.
- \_\_\_\_\_ is a team player and effective in his role.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.

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

- He is very customer focused and this reflects in his division leadership and performance.
- \_\_\_\_\_ is a great leader. His team has been through a lot of change. \_\_\_\_\_ is focused on building his team and helping them through the change.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- \_\_\_\_\_ is by far a leader in the service area.
- \_\_\_\_\_ is a "One of a kind" He is a great manager.
- \_\_\_\_\_ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.

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

- \_\_\_\_\_ has great communication skills and is a dependable member of the team.
- He is eager to learn and eager to share knowledge.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- He consistently helps us in problem solving a variety of issues.
- Could benefit from increasing awareness on how much influence they have on the department.
- I think \_\_\_\_\_ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.

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

- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- He includes appropriate people in his decisions and follows through on decisions made.
- \_\_\_\_\_ is a strong leader and passionate about his customers, staff and safety.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- This year \_\_\_\_\_ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.

### Any final comments?

- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- \_\_\_\_\_ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- Needs to have more face-to-face communications with other employees in the company.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- I feel as though \_\_\_\_\_ is still getting to know his management team and employees. He 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 he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.