



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.

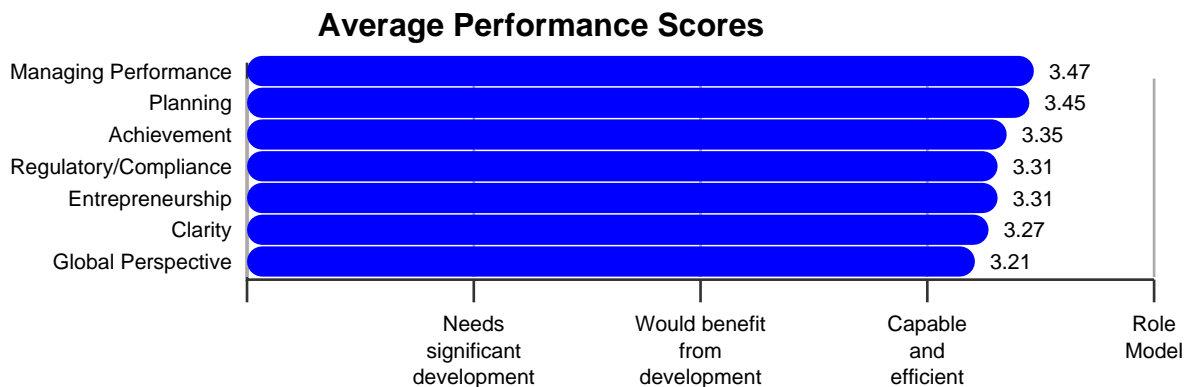
What to Do with Your Feedback

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

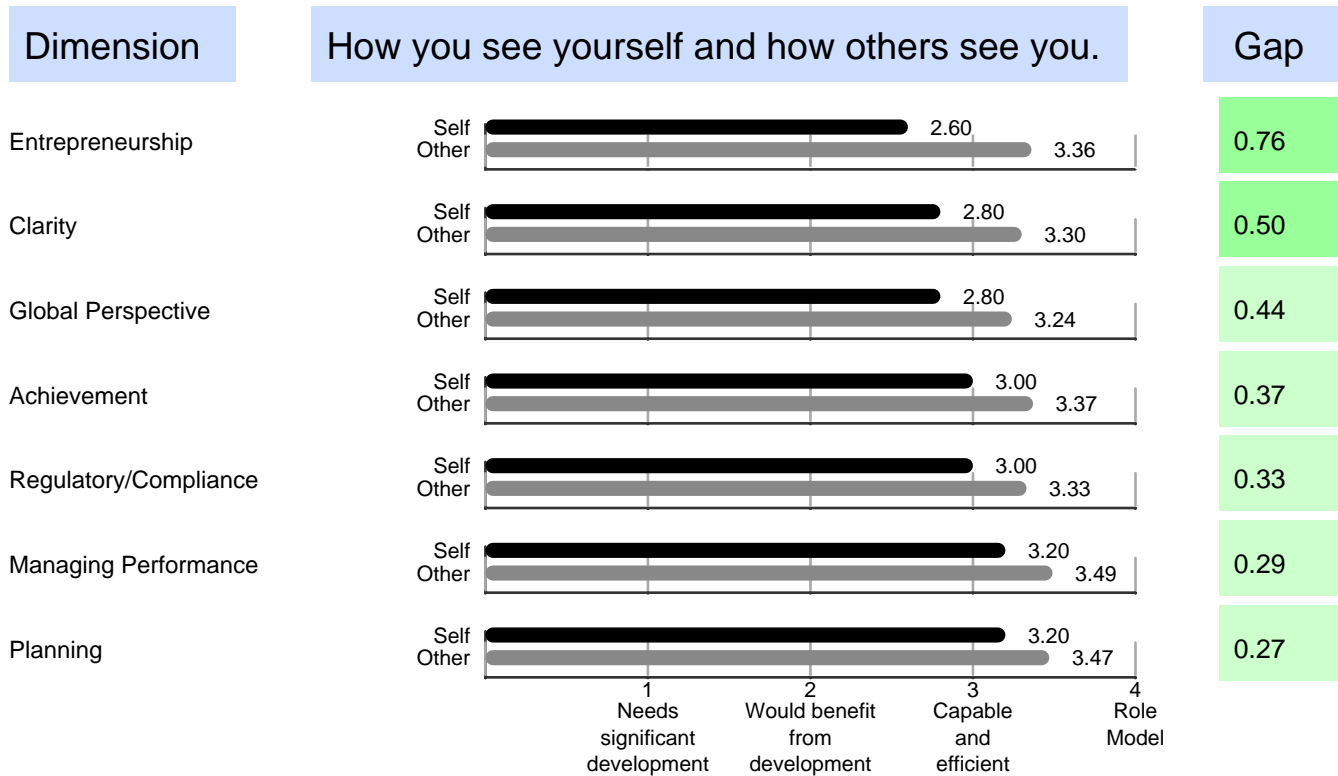
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Managing Performance

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. You plan and set work expectations.	15	3.20	93.3	7%	67%		27%
2. You acknowledge employee contributions that support the bottom line.	15	3.87	100.0	13%	87%		
3. You present performance feedback in a clear and concise manner.	15	3.33	93.3	7%	53%		40%
4. You address grievances sooner rather than later.	15	3.60	93.3	7%	27%	67%	
5. You continuously measures performance and provides feedback to employees regularly.	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 plan and set work expectations.	3.29	3.20	-0.09 ▼
2. You acknowledge employee contributions that support the bottom line.	3.65	3.87	+0.22 ▲
3. You present performance feedback in a clear and concise manner.	3.18	3.33	+0.16 ▲
4. You address grievances sooner rather than later.	3.41	3.60	+0.19 ▲
5. You continuously measures performance and provides feedback to employees regularly.	3.24	3.33	+0.10 ▲

Comments:

- Sometimes his decisions aren't thought through from a financial perspective.
- 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.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- Allocates resources in advance to ensure the required work can be completed.
- 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.

Achievement

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. You take calculated risks.	15	3.20	93.3	7%	60%	33%	
7. You set challenging goals.	15	3.20	86.7	13%	53%	33%	
8. You are determined to complete tasks regardless of obstacles that may occur.	15	3.40	93.3	7%	47%	47%	
9. You set challenging goals for the department.	15	3.47	93.3	7%	40%	53%	
10. You are flexible in adjusting priorities to meet the demands of changing situations.	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 take calculated risks.	3.24	3.20	-0.04 ▼
7. You set challenging goals.	3.41	3.20	-0.21 ▼
8. You are determined to complete tasks regardless of obstacles that may occur.	3.24	3.40	+0.16 ▲
9. You set challenging goals for the department.	3.18	3.47	+0.29 ▲
10. You are flexible in adjusting priorities to meet the demands of changing situations.	3.35	3.47	+0.11 ▲

Comments:

- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- _____ does a great job at demonstrating the value of his team to the organization.
- Take charge without being pushed to do so.
- _____ is able to problem solve very well.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- 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.

Clarity

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. You clearly explains responsibilities to individuals.	15	3.53	100.0	47%	53%		
12. You make sure employees understand why they were given certain assignments.	15	3.27	100.0	73%	27%		
13. You provide a clear vision for the future.	15	3.33	100.0	67%	33%		
14. You use appropriate grammar and tense in communications.	15	3.13	86.7	13%	60%	27%	
15. You make sure goals and objectives are clearly and thoroughly explained and understood.	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 clearly explains responsibilities to individuals.	3.47	3.53	+0.06 ▲
12. You make sure employees understand why they were given certain assignments.	3.47	3.27	-0.20 ▼
13. You provide a clear vision for the future.	3.35	3.33	-0.02 ▼
14. You use appropriate grammar and tense in communications.	3.18	3.13	-0.04 ▼
15. You make sure goals and objectives are clearly and thoroughly explained and understood.	3.00	3.07	+0.07 ▲

Comments:

- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- _____ sets high standards for those he works with and expects the same of herself.

Regulatory/Compliance

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. You know who to contact at various regulatory agencies if needed.	15	3.40	93.3	7%	47%	47%	
17. You keep up-to-date with legislation affecting employees.	15	3.27	93.3	7%	60%	33%	
18. You understand the applicable regulations and laws that impact our business.	14	3.00	92.9	7%	79%	14%	
19. You ensure regulations are followed as required.	15	3.47	100.0		53%	47%	
20. You are professional and courteous in interactions with auditors and regulators.	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 know who to contact at various regulatory agencies if needed.	3.65	3.40	-0.25 ▼
17. You keep up-to-date with legislation affecting employees.	3.47	3.27	-0.20 ▼
18. You understand the applicable regulations and laws that impact our business.	3.12	3.00	-0.12 ▼
19. You ensure regulations are followed as required.	3.59	3.47	-0.12 ▼
20. You are professional and courteous in interactions with auditors and regulators.	3.29	3.40	+0.11 ▲

Comments:

- _____ is approachable and professional in his interaction with staff and with customers.
- He is friendly, courteous, and kind all while being very professional.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- Stay focused more on the agenda for meetings.
- _____ is able to multitask in a variety of ways.
- He is very relatable and I believe it helps with the initial contact with the prospects.

Entrepreneurship

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. You seek and utilize mentors to help guide your professional development.	15	3.53	100.0	47%	53%		
22. You devote a certain amount of time and effort to developing new business opportunities.	15	3.00	80.0	20%	60%	20%	
23. You exhibit determination and passion in completion of goals.	15	2.87	80.0	20%	73%	7%	
24. You are comfortable operating in an environment of uncertainty.	15	3.47	100.0	53%	47%		
25. You find unique ways to go around barriers to success.	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 seek and utilize mentors to help guide your professional development.	3.35	3.53	+0.18 ▲
22. You devote a certain amount of time and effort to developing new business opportunities.	3.00	3.00	
23. You exhibit determination and passion in completion of goals.	2.88	2.87	-0.02 ▼
24. You are comfortable operating in an environment of uncertainty.	3.00	3.47	+0.47 ▲
25. You find unique ways to go around barriers to success.	3.76	3.67	-0.10 ▼

Comments:

- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- He does not settle- but will continue a search until the right fit is found.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- _____ promotes and encourages teambuilding throughout the entire department.

Planning

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. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	15	3.40	93.3	7%	47%	47%	
27. You delegate role to team members to accomplish goals.	15	3.33	93.3	7%	53%	40%	
28. You work in an organized manner	15	3.53	100.0		47%	53%	
29. You anticipate obstacles and ways to overcome them.	15	3.67	100.0		33%	67%	
30. You make plans and follows through.	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 anticipate potential challenges, develops plan to overcome them and then carries out the plan.	3.53	3.40	-0.13 ▼
27. You delegate role to team members to accomplish goals.	3.12	3.33	+0.22 ▲
28. You work in an organized manner	3.41	3.53	+0.12 ▲
29. You anticipate obstacles and ways to overcome them.	3.59	3.67	+0.08 ▲
30. You make plans and follows through.	3.41	3.33	-0.08 ▼

Comments:

- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- Very knowledgeable and always steps up if help is needed.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- He could benefit from becoming more comfortable challenging others.

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. You have positive interactions with individuals from different cultures and backgrounds.	15	3.20	86.7	13%	53%	33%	
32. You form strong client relationships with international partners.	15	3.40	100.0		60%	40%	
33. You set the example for team on importance of cultural awareness.	15	3.20	86.7	13%	53%	33%	
34. You can effectively deliver presentations to international clients.	15	3.27	93.3	7%	60%	33%	
35. You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	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 have positive interactions with individuals from different cultures and backgrounds.	3.18	3.20	+0.02 ▲
32. You form strong client relationships with international partners.	3.35	3.40	+0.05 ▲
33. You set the example for team on importance of cultural awareness.	3.18	3.20	+0.02 ▲
34. You can effectively deliver presentations to international clients.	2.88	3.27	+0.38 ▲
35. You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.18	3.00	-0.18 ▼

Comments:

- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- 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.
- He can ask a question and truly listen to the answer before giving feedback.
- He is quick to remind others, when needed why we are really here.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____'s office staff each have their own personalities and he effectively communicates with all of them.

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?

- He communicates clearly and responds to request without unnecessary delay.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- He gives you confidence knowing he always has your back.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.
- I have not had any issues with _____ since I have been working for him.

What do you like best about working with this individual?

- _____ 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.
- His passion for and for education and his advanced degree is a tremendous asset to the team.
- He takes the time to explain to staff the rationale of changes being made.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- He collaborates with all departments and operates under shared governance.

What do you like least about working with this individual?

- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- Always approachable no matter how busy he is.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- _____ meets and exceeds all of these leadership roles.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

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

- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- Always looking for ways to grow as a person. Inspires others to do the same.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.

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

- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

- _____ 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.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- _____ has been an excellent assistant manager.
- He is sensitive to his employees needs and is creative in accommodating their needs.

Any final comments?

- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- He is always collaborative in his approach, and makes good decisions.
- 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.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.